

Cabinet

31 January 2013

Qtr. 3 2012/13 Organisational Health Report: Finance, Performance & Risk (April – December 2012)

Recommendations

(1) It is recommended that Cabinet:

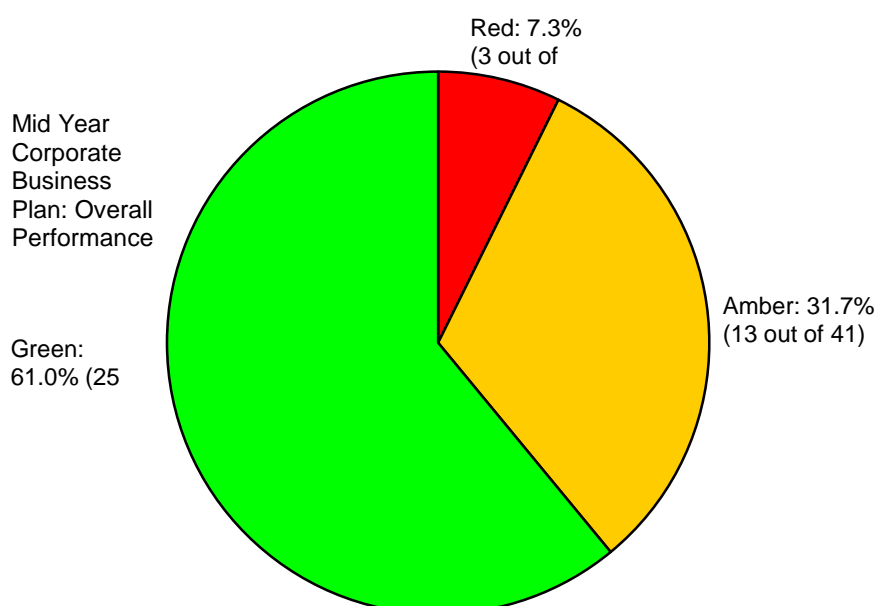
- I. Review and comment on the Qtr. 3. (April – Dec) 2012/13 performance against targets set. (Appendix T)
- II. Review and comment on Qtr. 3. (April – Dec) 2012/13 performance against the Going for Growth targets set (Appendix U)
- III. Notes the Qtr. 3. (April – Dec) revenue outturn position and the reserves at year-end.
- IV. Approves the net transfer to reserves totalling £1.262 million
- V. Notes the Qtr. 3. (April – Dec) 2012/13 performance against the 2012/13 Savings Plan and the comments on the delivery of the savings highlighted by Strategic Directors.
- VI. Notes the revised capital payments totals and the revised financing of the 2012/13 capital programme as detailed in Table 3 and detailed in Appendices A to S.
- VII. Notes the projection of estimated capital spending and financing for future years.
- VIII. Notes the impact of the 2012/13 forecast financial performance on the delivery of the Medium Term Financial Plans as outlined in Section 4.
- IX. Notes the management of significant risks as outlined in Section 7.
- X. Reviews and comments on the detailed messages highlighted by Corporate Board in Section 8.

1.0 Key Issues

- 1.1. The following report provides Members with a joint picture of how the Organisation has performed in terms of delivering on our key performance measures, financial management of our resources including capital budgets and savings plans at the end of Qtr. 3. (April – December) for 2012/13 and managing and responding to significant risks (i.e. strategic and business unit risks which still have following mitigation a residual 'red' rating).
- 1.2. The purpose of this report is to inform Members of the forecast 2012/13 performance and financial position of the authority and individual services, based on information available towards the end of December 2012. In terms of performance, the report highlights the progress of the delivery of each of our Corporate Ambitions and it highlights the response to significant risks facing the organisation.

2.0 Performance – Qtr. 3 High Level Summary

- 2.1. The Qtr. 3 (April – December) 2012/13 Performance Summary (**Appendix T**) provides Members with a summary of progress against the delivery of our Corporate Ambitions.
- 2.2. As at the end of December, we are able to report progress against 41 of the 58 measures. Of the 58 measures 4 are not due to be reported against in 2012/13 leaving 13 we currently unable to report against, of these 8 measures are collected annually and for 5 measures the data is not currently available but will be reported on later in the year and as soon as the data becomes available. Performance of these 41 measures is as detailed in the graph below with 61% being forecast to be on target.



2.3. Qtr. 3 2012/13 Performance Highlights

The table below presents Qtr. 3 performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant Ambitions are provided within Section 3 of Appendix T.

	Red	Amber	Green	Subtotal	NYA	Not collected this year	Grand Total
Ambition 1: Community & Customers	1(50%)	0	1(50%)	2	1	2	5
Ambition 2: Safety & Protection	0	2 (20%)	8 (80%)	10	3	0	13
Ambition 3: Care & Independence	0	3 (37.5%)	5 (62.5%)	8	3	2	13
Ambition 4: Enterprise, Transport & Tourism	1(14%)	3(43%)	3(43%)	7	1	0	8
Ambition 5: Environment & Housing	1(50%)	1(50%)	0	2	1	0	3
Ambition 6: Schools & Education	0	1(33%)	2(67%)	3	2	0	5
Ambition 7: Organisation	0	3(33%)	6(67%)	9	2	0	11
Total	3 (7.3%)	13 (31.7%)	25 (61%)	41	13	4	58

2.4. 3 measures are currently being forecast to miss the target set and they are:-

- Completion of BDUK Procurement Phase by March 2013
- Length of highway network where surface treatment was achieved
- The number of extra care units available for use by customers eligible for use by customers eligible for WCC Adult Social Care

3.0 Going for Growth

3.1 The Qtr. 3 (April – Dec) 2012/13 Going for Growth Summary (**Appendix U**) provides Members with a summary of progress against the delivery of our Going for Growth Agenda.

4.0 Financial Monitoring – High Level Summary

4.1 Table 1 provides a one page summary of the financial performance of each service compared to the plans approved in March. At the end of Qtr. 3 the projected revenue outturn position for the authority is an underspend of £5.645 million. However, this includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £1.360 million. This overspend will be met from schools reserves and will not impact on the level of corporate resources.

4.2 This means the projected outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £7.005 million. Any projected underspends by services form a contribution to their

reserves. This money is then available to support spending in future years and to assist in any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 5.

- 4.3 A service-by-service breakdown of the variations compared to the budget including where this is funded from DSG, the reasons for the variations and the management action now being taken as a result, is shown in **Appendices A to S**. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

Table 1: Summary of the Forecast 2012/13 Outturn Financial Performance as at Quarter 3					
Col.1	Col. 2	Col. 3	Col. 4	Col. 5	
App.	Group/ Service	Revenue (Under)/ Over Spend £'000	Savings (Above)/ Below Target £'000	Capital Programme	
				2012/13 Variation in Spend £'000	Variation to total capital Programme £'000
	People Group				
A	Safeguarding*	1,999	165	(15)	0
B	Social Care and Support	(811)	72	(89)	0
C	Business Manager*	(106)	330	0	0
D	Strategic Commissioning*	(1,003)	0	-	-
E	Early Intervention and Family Support*	(827)	777	0	0
F	Learning and Achievement*	1,616	328	(5,779)	(76)
	Resources Group				
G	Customer Service	(237)	36	(87)	0
H	Finance	(269)	0	0	0
I	Human Resources & OD	(335)	0	-	-
J	Information Assets	(155)	0	0	0
K	Law and Governance	(227)	(2)	-	-
L	Physical Assets	(219)	0	(2,045)	191
M	Service Improvement & Change Management	(215)	0	-	-
	Communities Group				
N	Sustainable Communities	(809)	(184)	(1,769)	(11,404)
O	Localities and Community Safety	(900)	0	0	0
P	Transport and Highways	(323)	0	(4,912)	580
Q	Public Health	11	-	-	-
R	Fire and Rescue	(292)	0	(1,605)	(1,267)
S	Other Services*	(2,543)	-	-	-
	Total	(5,645)	1,522	(16,301)	(11,976)

Note: * indicates services where the revenue outturn is partly funded by DSG. Column 3 shows the total revenue underspend for each service. The breakdown of the corresponding budget is given in Appendices A to S. Column 4 shows the financial variation from the target savings set for 2012/13. This is included in Column 3 too, as part of the overall revenue budgetary performance of the service. Column 5 shows the variation in capital payments in 2012/13 compared to the budget and changes to the total cost of schemes over the life of the programme (again further details are given in Appendices A to S).

- 4.4 The 2012/13 Budget included a savings target of £41.291 million for 2012/13. Currently savings of £38.448 million have already been delivered and a further £1.321 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a forecast £1.522 million under achievement in the

delivery of the savings plan in 2012/13. The detail of the delivery of the savings plan on a service by service basis is also shown in Appendices A to S. The impact of any underachievement of savings is highlighted in Section 9 where the impact of the financial information presented in this report is considered.

- 4.5 In the Quarter 2 report agreed by Cabinet in November, the approved value of capital payments due in 2012/13 was £114.380 million. The latest forecast for 2012/13 capital payments is £98.079 million. This £16.301 million decrease is primarily a result of a reduction of £11.8 million in Sustainable Communities due to the transfer of the Growing Places fund to the Coventry LEP. The remainder relates to the rephrasing of spend from 2012/13 to future years. The key messages in relation to the capital budget and its financing are highlighted in Section 6.

5.0 Revenue Spending

- 5.1 A number of budget virements between Heads of Services as well as processing agreed transfers to reserves at Quarter 2 means the revised budget is £1.233 million higher than that previously reported.
- 5.2 Members are asked to approve the transfer of the Connexions budget of £1.307 million from Strategic Commissioning to Learning and Achievement within the People Group. This is a change in structure as it is deemed more appropriate for the Connexions budget to sit within Learning and Achievement.
- 5.3 The effect of these adjustments is shown in Table 2. The remainder of the section highlights the key areas of under/overspending.

Table 2: 2012/13 Revenue Budget – Summary of Agreed and Projected Changes

App.	Group/ Service	Budget as 01/10/2012 £'000	Agreed Changes £'000	Revised Budget £'000	Variation	
					£'000	%
	People Group					
A	Safeguarding	35,822	0	35,822	1,999	5.6%
B	Social Care & Support	100,584	0	100,584	(811)	-1.0%
C	Business Manager	16,633	(43)	16,590	(106)	-0.6%
D	Strategic Commissioning	16,967	0	16,967	(1,003)	-5.9%
E	Early Intervention and Family Support	16,928	82	17,010	(827)	-4.9%
F	Learning and Achievement	68,127	23	68,150	1,616	2.4%
	Resources Group					
G	Customer Service	9,238	(10)	9,228	(237)	-2.6%
H	Finance	6,738	(33)	6,705	(269)	-4.0%
I	Human Resources & Organisational Development	5,191	596	5,787	(335)	-5.8%
J	Information Assets	6,664	(35)	6,629	(155)	-2.3%
K	Law and Governance	1,144	(18)	1,126	(227)	-20.2%
L	Physical Assets	14,339	(20)	14,319	(219)	-1.5%
M	Service Improvement and Change Management	2,490	26	2,516	(215)	-8.5%
	Communities Group					
N	Sustainable Communities	22,636	963	23,599	(809)	-3.4%
O	Localities and Community Safety	10,754	(769)	9,985	(900)	-9.0%
P	Transport and Highways	28,254	(31)	28,223	(323)	-1.1%
Q	Public Health	193	0	193	11	5.7%
R	Fire and Rescue	20,844	(13)	20,831	(292)	-1.4%
S	Other Services	(46,175)	515	(45,660)	(2,543)	-5.6%
	Total	337,371	1,233	338,604	(5,645)	-1.7%

5.4 The most significant areas of variation are in relation:

- **Safeguarding** – The forecast overspend is £1.999 million and continues to be due to the increasing numbers of child protection cases, in addition to higher than anticipated payments to sessional staff who, as directed by the Courts, must be present for child family meets.
- **Social Care & Support** – The forecast underspend of £0.811 million is a combination of successful management of demographic pressures and increase contributions from services users towards their care costs.
- **Strategic Commissioning** – The forecast underspend of £1.003 million is due to a combination of the early achievement of the 2013/14 savings target, a number of vacancies currently being held and a reduction in the demand and costs of tuition in hospital schools.
- **Early Intervention** – The forecast underspend of £0.827 million is due to a combination of the early achievement of the 2013/14 savings target and a contingency of grant income to be used to cover any non-achievement of savings within the former Children's Business Units.

- **Learning and Achievement** – The forecast overspend of £1.616 million continues to relate largely to DSG expenditure, this will be funded by central DSG reserves. This is principally due to pressures on Special Educational Needs budgets as the number of new statements for pupils in mainstream schools has increased by 26% in 2012. Due to a lack of specialist provision available within the county there has been an increase in the number of children placed outside of the county; there has also been an increase in the number of residential placements for Looked after Children.
- **Sustainable Communities** – The forecast underspend of £0.809 million is predominantly due to a reduction in the amount of landfill waste being generated, although some of this has been offset by higher composting costs. Other contributors to the forecast underspend include Street Sweepings and alternate weekly collections in some areas. In addition the Quarter 3 report also reflects the transfer of revenue and capital funding as well as Accountable Body responsibility for the Growing Places Fund to Coventry City Council.
- **Localities & Community Safety** – The forecast underspend of £0.900 million is due to a number of reasons across different services. They include new services within the Drug and Alcohol Action Team being in the developmental stages and a delay in delivering transformation projects within the Heritage and Culture service due to prioritisation of the Strategic Commissioning Review and resubmission of the Heritage Lottery Fund bid. In addition, within Emergency and Flood Risk Management there have been delays in finalising the approach to be adopted, an early delivery of savings and lastly a refinement of the timetable for implementation of the Priority Families Initiative has contributed further to the underspend. At outturn, carry forward requests will be made for delivery of these projects.
- **Other Services** – Whilst interest rates remain low, limiting the interest we are able to earn on our balances, this is more than offset by all of the £20 million additional borrowing planned in the Medium Term Financial Plan not being used in 2011/12 and 2012/13. This has resulted in an expected £2.543 million underspend.

6.0 Capital Budget Update

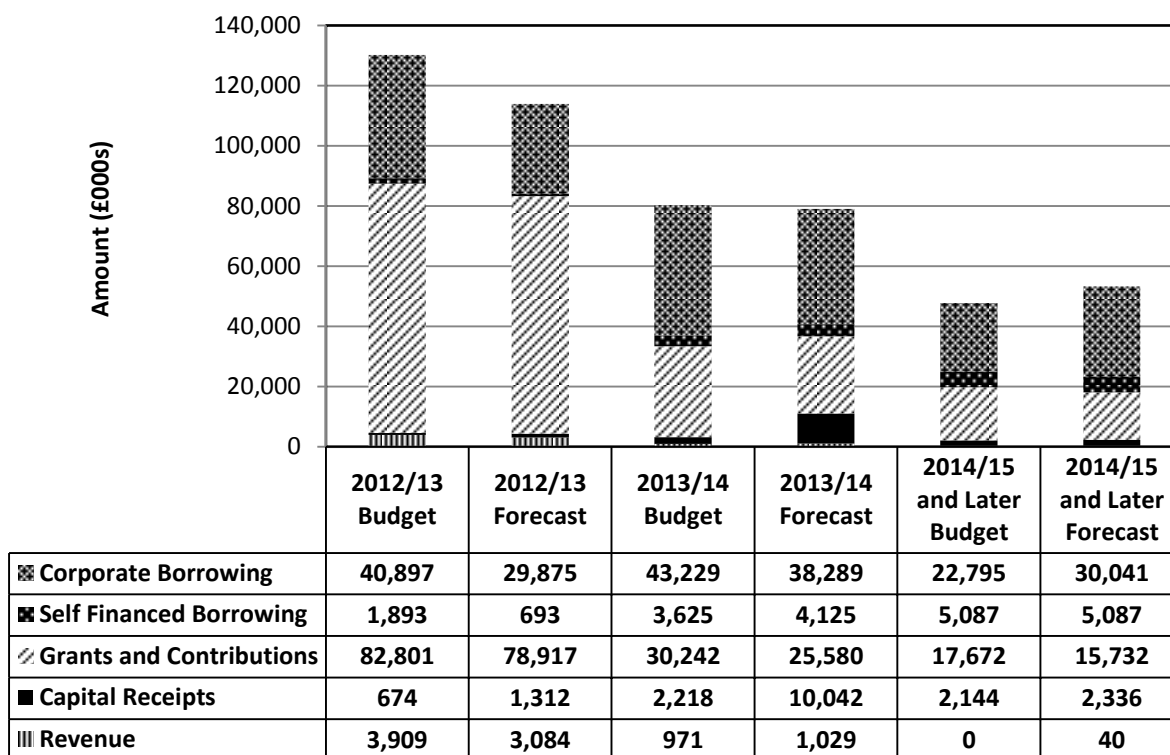
6.1 The capital budget provides for spending on assets which have a life of more than a year. Capital spending is defined by statute and includes;

- The acquisition of land, buildings, vehicles, equipment and computer software
- The construction and improvement of buildings and roads
- The provision of capital grants to enable third parties to acquire or improve assets.

- 6.2 In the Quarter 2 report agreed by Council on 22nd November, the approved value of capital payments due in 2012/13 was £114.373 million and a further £119.489 million over the medium term. Since then a net reduction in forecast expenditure has resulted in a decrease of £11.976 million over the life of the programme.
- 6.3 The main reasons for the £11.976 million decrease are:
- A reduction of £11.8 million in Sustainable Communities due to the transfer of the Growing Places fund to the Coventry LEP
 - A reduction in Fire & Rescue of £1.3 million due to changes in the vehicle replacement programme and also corrections made to duplicate forecasts made in Qtr 2.
 - An increase of £0.62 million in Transport due to increased scheme costs in the Ford Foundry Highway Works Improvement project. This increase is to accelerate the construction programme and to fund increased scope of drainage and dealing with utilities. This increase is to be fully funded by the developer.
 - An increase of £0.175 million in Physical Assets due to an increase in planning application costs and site promotion for Europa Way. This additional cost will be met from revenue contributions from within Physical assets.
 - A reduction of £0.076 million across various schemes within Learning & Achievement.
- 6.4 Financial Standing Orders require Cabinet to approve changes to schemes where the figures have a variance of more than 10% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the appendices, with reasons for the variations provided.
- 6.5 As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year.
- 6.6 Table 3 shows how the capital expenditure shown in Appendices A to S is to be financed. These figures include the remaining unallocated borrowing agreed in the February 2012 budget of £24.294 million over the medium term. The effect of the capital spending forecasts shown in this report will result in the following movements to financing:
- Net reduction in the capital programme of £11.976 million.
 - A reduction in grants of £10.485 million. This is due in the main to the transfer of the Growing Places fund to the Coventry LEP.
 - A reduction in self-financed borrowing of £.701 million.
 - Additional capital receipts of £8.654 million. This is due in the main to the recognition of a receipt of £8.675 million relating to land at South West Warwick (Aylesford School). This receipt had previously been omitted from forecasts due to the uncertainty around its actual being received.

- A reduction in revenue contributions to capital of £0.728 million. This relates in the main to the reduction in the Fire & Rescue capital programme as referenced above.
- A reduction in corporate borrowing of £8.716 million. This is due in the main to the recognition of the above capital receipt of £8.675 million combined with a few small reductions in forecasted project expenditure.

Table 3 Estimated Financing to 2013-14 and later years



6.7 After allowing for slippage and self-financing the overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the MTFP. Any rephasing of the revenue impact of the capital programme as a result in the changed profile of spending will be picked up as part of the 2013/14 budget process.

7.0 Corporate Risk – High Level Summary

- 7.1. The Council has in place a Corporate Risk Management Strategy which details a corporate approach to risk management including consistent measures for likelihood and impact. It is regularly reviewed to ensure it continues to meet good practice and remains relevant.
- 7.2. Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).

- 7.3.** The corporate strategic risk register details those risks that could have an effect on the successful achievement of our long term strategic ambitions/aims. These risks are reviewed and agreed twice a year by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.
- 7.4.** The table below lists the corporate strategic risks. The difference between gross and net risk levels indicates that actions are in place to manage these risks. Net red risks (R) are significant risks that need immediate management action, whilst net amber risks (A), although usually accepted, may need some additional mitigation.

Risk Description	Gross Risk Level	Net Risk Level
Failure to effectively transform WCC to reflect the political and economic environment	12 (R)	8(A)
Failure to deliver the agreed savings targets and balance the Council's budget	8(A)	6(A)
Failure to maintain an efficient regulatory framework	12(R)	8(A)
Ineffective and unsuccessful partnerships across Warwickshire and sub-regionally	9(A)	6(A)
Consequences of the Atherstone Fire tragedy on the organisation	16(R)	9(A)
Fail to meet the needs, demands and expectations of the community	9(A)	4(A)
Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening	16(R)	12(R)
Market Failure – Commercial or contractual failure of private or independent care providers leads to disruption to care provision and impact on service users and carers	16(R)	9(A)

- 7.5.** Net red risks at business unit level are included within the appendices. There are currently three net red business unit risks:

Risk Description	Gross Risk Level	Net Risk Level
Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening (also included on the Corporate Strategic Risk Register)	16(R)	12(R)
Children's Centres Tendering	12(R)	12(R)
Unable to provide an effective finance service	16(R)	12(R)

- 7.6.** These have been identified and assessed by Heads of Service as significant risks, which may have a serious financial, reputational and/or service delivery impact on the Council and the achievement of its objectives if not managed. The risks are reported on regularly and actively managed by risk owners named

in the appendices who can be contacted for more information. The following paragraphs detail further information, which have been provided by risk owners.

7.7. Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening.

There are on-going local pressures such as staff shortages, and periods of extreme demand. The environment is also dependent on the behaviour of third parties whom the Business Unit have no influence over and it is not always obvious what action could be taken until after the event. Furthermore, the service is vulnerable to media and public attention with serious cases reported widely at a national level. Controls are in place to reduce the level of risk to WCC including Safeguarding Board business plans, CYPF plan, partnership arrangements, and a robust multi-agency training plan. The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection, which is currently out for consultation. However, the risk of this type of event happening will always remain regardless of any controls in place which are under constant review. This risk has been escalated to the Corporate Strategic Risk Register.

7.8. Children's Centres Tendering

A contract extension will be sought until the Autumn of 2013 to enable sufficient time to complete a more detailed analysis of future needs that will inform commissioning decisions.

7.9. Unable to provide an effective finance service.

The Finance service is in the process of implementing the highest proportion of budget reductions across the Authority. The recent local government finance settlement has reinforced the increasing complexity surrounding the financial framework in which we now operate. As a result, there is a real risk around the capacity to deliver the proper administration of the Authority's financial affairs. This continues to be mitigated by refocusing Financial Services support around areas of high financial risk and maximising productivity gains from the new financial system (Agresso). There is also a budget bid for capacity for 2013/14. However, pending that decision, the risk remains of insufficient financial governance and oversight, particularly in areas of lower financial risk.

7.10. Since the last quarterly report, the following previously net red business unit risks have been reassessed as amber:

7.11. Market Failure

Strategic Commissioning are using a financial viability assessment framework to determine any levels of financial concerns of the primary providers of commissioned services and will develop contingency plans in the event of any element of market failure to mitigate risks. Additionally, a joint Quality Assurance Framework is being further developed and includes a joint health and social care response to any serious concerns raised within the care market. In light of the progression in these areas, the risk impact has been reduced.

7.12. Consequences of the Atherstone Fire tragedy on the organisation and WFRS

The Corporate charges against WCC were concluded in Stafford Crown Court in December 2012. WCC had made a strictly limited guilty plea on one of the charges made against in relation to failures in the management of Health and Safety. The Judge having read our submissions and considering our plea therefore conducted a sentencing hearing rather than a full or 'Newton Hearing'. This reduced the hearing to just 3 days of Barrister submissions and the Judge's decision. The outcome was a fine of £30,000 and a judgment which rejected the prosecution allegation that systemic failings had substantially contributed to the deaths. Key risks that the Defence Teams have been managing were the level of financial cost of the fine and reputational damage to WCC and its fire and rescue service. The Fire Brigades Union has now submitted their critical report of their investigation into the case and an outstanding appeal against an improvement notice from the Health and Safety Executive needs resolution. Settlements of the civil compensation claims await final approval and there remain some outstanding issues. Some family members have called for a full inquiry or coroner's inquest, if successful this would lead to a substantial exploration of the case involving many weeks of court time occurring sometime in the next 12 months or beyond.

8.0 Commentary from Corporate Board

- 8.1 The key message from Members, for services to focus on delivering the expected level of performance whilst managing their resources and delivering the challenging savings plan, is reflected in information being reported.
- 8.2 Whilst this provides a strong basis for moving forward, the developing financial pressures in adult social care, and particularly children's services, indicate that we still cannot afford to divert attention away from the long term objective of delivering the MTFP.
- 8.3 The result of the need to identify alternative and additional savings plans within Children's Services to meet existing targets within 2012/13 and 2013/14, when combined with additional reductions in government funding for children's services in 2013/14, is that there will still be difficult decisions to be taken as part of setting the 2013/14 budget if we are to stay on track to deliver the MTFP. Building on the £20 million savings already delivered by Children's Services in the context of a current year growth in demand of 8%, this will require a robust programme of transformation.
- 8.4 The Autumn Statement delivered by the Chancellor in December 2012 reiterated that austerity is predicted to continue through the next Comprehensive Spending Review, any flexibility we do have, through the availability of reserves, needs to be retained to meet the challenges ahead. These challenges include managing the corporate risks outlined in Section 7 of the report, with four of the five net red risks in the Corporate Strategic Risk Register all intrinsically linked to the financial health of the organisation.

- 8.5 Developing proposals to manage the medium to long term nature of the challenges ahead will be the focus of Corporate Board's work over the coming months.

9.0 Impact on Reserves

- 9.1 At the start of 2012/13 our reserves were £92.575 million. Over the current financial year our reserves are forecast to increase to £98.553 million by 31 March 2013. Details are shown in Table 4.

Table 4: Reserves Projection				
Reserve	In-Hand/ (Overdrawn) 1 April 2012 £'000	Previously Approved Changes £'000	Effect of Forecast Outturn £'000	Forecast In-Hand/ (Overdrawn) 31 Mar 2013 £'000
General Reserves	15.750	1.380	2.182	19.312
Medium Term Contingency	0	13.315	-	13.315
Insurance Fund	7.969	-	-	7.969
Service Realignment Fund (1)	8.241	0.256	-	8.496
Capital Fund (2)	0.159	-	-	0.159
Earmarked – Schools	22.650	-	(1.360)	21.290
Earmarked – Non-Schools	11.840	(3.624)	1.453	9.669
Service Savings	25.966	(10.993)	3.370	18.343
Total	92.575	0.334	5.645	98.553

Notes:

1. The Service Realignment Fund is for meeting the upfront costs of realigning the services of the County Council in response to future resource projections.
2. The capital fund is used to help fund capital expenditure as required.
3. The table may not sum due to slight rounding differences

- 9.2 Members are asked to agree to the following changes in reserves that have been requested by services based on their current projected position. The net effect being a one-off transfer to reserves of £1.262 million in 2012/13.

9.3 Proposals for transfers to Reserves

- £0.080 million transfer of uncommitted Safer Stronger Communities Funding to the Community Safety Statutory Review Reserve to allow a contribution to the cost of Domestic Homicide Reviews as and when they occur. This is a new requirement and it must be borne in mind the number of reviews are unknown and unpredictable.
- £1.014 million transfer to the Fire Control Project Reserve as a revenue contribution to future years capital spending. This funding has been received from the Fire Control Project Grant.
- £0.251 million to create a new Community Infrastructure Levy Reserve. This is to ensure the funding received is matched to the timing of the district/borough councils plans for the introduction of the Community Infrastructure Levy.

9.4 Proposals for transfers from Reserves

- £0.023 million from Sustainable Communities Reserves to fund urgent repair work to flooring at Sir Frank Whittle Business Centre which at present has been paid for from the revenue budget.
- £0.060 million transfer from Transport & Highways Speed Workshop Reserves. £0.050 is to fund the maintenance of speed camera equipment and £0.010 is to undertake speed surveys on mobile sites and sites of concern to the community.

9.5 Reserves are held in accordance with the Council's reserves policy. Overdrawn reserves (except Fire Pensions and the Schools IT loan reserves) are a first call on 2013/14 budgets. Meanwhile, any service reserves that are overdrawn in the current year are effectively a temporary call on General Reserves until they are repaid.

9.6 General reserves are projected to be £19.312 million by the end of the year. This includes £2.119 million committed to fund future years of approved Going for Growth schemes, expenditure which will be funded from General Reserves. Any need for additional reserves or if there are any reserves available to be used will be considered as part of the 2013/14 budget process. This will include the Head of Finance updating the risk assessment of the minimum adequate level of general reserves it is appropriate for the authority to hold.

10.0 Impact on the Medium Term Financial Plan

10.1 Implications of this report on the 2103-14 budget and the Medium Term Financial Plan have been picked up in budget reports included on this agenda.

Authors: Elizabeth Abbott, Ext 41 2805, elizabethabbott@warwickshire.gov.uk
Tricia Morrison, Ext 73 6319, triciamorrison@warwickshire.gov.uk
Neill Butler, Ext 41 2860, neillbutler@warwickshire.gov.uk
Sandra Beard, Ext 41 2092, sandrabeardss@warwickshire.gov.uk
Stephanie Gardner, Ext 41 4134, stephaniegardner@warwickshire.gov.uk

Heads of Service: Phil Evans, Ext 41 2293, philevans@warwickshire.gov.uk
John Betts, Ext 41 2441, johnbetts@warwickshrie.gov.uk
Greta Needham Ext 41 2319, gretaneedham@warwickshire.gov.uk

Strategic Director: David Carter, Ext 41 2564 davidcarter@warwickshrie.gov.uk

Portfolio Holder: Cllr David Wright, Cllr Martin Heatley

Safeguarding - Phil Sawbridge

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Safeguarding - Head of Service (Including LAC Placements before	4,520	(291)	4,229	3,527	(702)	The overall Business Unit overspend equates to 6% of budget and is mainly caused by child placement and child protection costs exceeding budgets due to increasing numbers of child protection/looked after cases (as is the case nationally) and higher than expected sessional staff payments who have to be present for child family meets as directed by the Courts. This represents a 13% increase in statutory workload over the last twelve months with the overspend affecting all areas especially the North where numbers have increased disproportionately. In the South & East the overspends are less but this has only been achievable with an increased general culture of austerity/tighter fiscal control within the service taking account of assessed risk. The predicted overspend is being offset by project/Early Intervention work being delayed in order to alleviate the effect of the overspend on the Services reserves.
Social Care Teams - North & Assessments	11,524	249	11,773	14,268	2,495	
Social Care Teams - East & Looked After Children	5,010	42	5,052	5,088	36	
Social Care Teams - South & Leaving Care	13,151		13,151	13,416	265	
	1,617		1,617	1,522	(95)	
Safeguarding - Quality & Service Development						
Net Service Spending	35,822	0	35,822	37,821	1,999	
				Non DSG	2,068	
				DSG	(69)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Closing balance 31.03.12 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Safeguarding - savings reserves	2,578	(1,138)	(2,068)	(628)		
Total	2,578	(1,138)	(2,068)	(628)	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	748	748	748	748	748	748	748	748	
Share of CY-S-01	Transforming services for children and families	27	27	27	27	27	27	27	27	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	80	80	80	120	80	120	120	120	
CY-S-03	Reconfigure services for Looked After Children	100	0	0	200	0	100	200	100	External Fostercare - Activity increasing higher than expected. This saving plan is being re-assessed as part of the 2013/14 budget setting process.
Share of CY-S-05	Review of the Safeguarding Service	65	0	0	65	0	65	65	65	At present sessional staff costs and number of court instructed hours/sessions has increased making the target unachievable in the short term, however it is hoped that initiatives in place/planned will enable this savings plan to be achieved over the savings plan overall time period.
Share of CY-S-06	Community and Play- reduction in services	7	7	7	78	7	78	78	78	
Share of CY-S-07	School/College Transport	24	24	24	24	24	24	24	24	
	Alternative Savings plans will be brought forward as part of the 2013/14 Budget process.						100		100	
	Total	1,051	886	886	1,262	886	1,262	1,262	1,262	
	Target		1,051	1,051		1,262	1,262		1,262	
	Remaining Shortfall/(Over Achievement)		165	165		376	0		0	

A Safeguarding

2012/13 to 2104/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10405000	Premises Small Scale Reactive Works - Foster carer adaptations - 2010/11 allocation	60	0	0	0	60	60	0	0	0	60	0	0	
11113000	Premises Small Scale Reactive Works - Foster carer adaptations - 2011/12 allocation	0	40	0	0	40	0	40	0	0	40	0	0	
11114000	Fostercare Adaptations 2012-13	0	50	0	0	50	0	35	15	0	50	(15)	0	
11115000	Fostercare Adaptations 2013-14	0	0	50	0	50	0	0	50	0	50	0	0	
11116000	Fostercare Adaptations 2014-15	0	0	0	50	50	0	0	0	50	50	0	0	
		60	90	50	50	250	60	75	65	50	250	(15)	0	

Performance Information: Quarter 3 April - December 2012

Safeguarding Business Unit Report Card 2012								
Ref	Measure	2011/12 Actual	2012/13 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert	Comments
M10006	No. of children who are subject of a child protection plan per 10,000 population	47	47	50		52		
M10007	Children who are both looked after and subject of a child protection plan	50	50	50		60		
M10000	% of core assessments that were completed within 35 working days	92	93	84		84		
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years	7	6.5	7		9.9		• We recognise that this is an area of performance that we continue to need to focus upon. The number of children subject to child protection plans has increased in Warwickshire in accordance with national trends. This increase is likely to impact upon the capacity to progress child protection plans.
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time	13.5	13	13.5		15		
M10003	% of child protection cases which were reviewed within required timescales	100	100					
M10004	% of initial assessments for children's social care carried out within 10 working days of referral	65						
M10005	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	95	100					

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Safeguarding	Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening	Phil Sawbridge (Head of Service)	12 (R)	<p>The risk of this type of event happening will always remain regardless of any controls in place which are under constant review.</p> <p>The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection. This is currently out for consultation.</p> <p><i>This risk was escalated and subsequently added to the Corporate Strategic Risk Register in August 2012.</i></p>

Social Care & Support - Jenny Wood

2012/13 Revenue Budget

Service	Agreed Budget	Agreed Changes	Latest Budget	Forecast Outturn	Variation Over/ (Under)	Reason for Variation and Management Action
	£'000	£'000	£'000	£'000	£'000	
Social Care & Support Services - Head of Service	(3,671)	(162)	(3,833)	(3,533)	300	This underspend is a combination of successful management of demographic pressures, and an increase in the amount that service users are able to contribute towards the costs of their care. Pressures on services due to difficulties in sourcing affordable support to meet increasingly complex client needs.
Older People & Physical Disability (North) & Specialist Services	31,455	(601)	30,854	27,968	(2,886)	
Older People & Physical Disability (South) & Reviewing Services	22,288	763	23,051	23,678	627	
Learning Disabilities	39,486		39,486	40,415	929	
Mental Health	6,157		6,157	6,095	(62)	
Reablement	4,869		4,869	5,150	281	
Net Service Spending	100,584	0	100,584	99,773	(811)	
				Non DSG	(811)	
				DSG	0	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12	Movement in year	Effect of outturn	Forecast closing balance	Request for (Use of)/ Transfer to Reserves	Reason for Request
	£'000	£'000	£'000	£'000	£'000	
Non DSG Savings	9,420	996	811	11,227		
Total	9,420	996	811	11,227	0	

B Social Care and Support

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings Delivered in 2011/12	6,882	6,913	6,913	6,882	6,913	6,913	6,882	6,913	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)	(1,077)	(699)	(1,397)	(2,778)	(560)	(2,478)	(2,778)	(2,778)	The movement of clients to replacement day care services is causing some commissioning challenges, and delays in establishing the SIT team, mean that packages are higher than anticipated. Delays in progressing a transfer from residential to supported living is also putting pressure on savings delivery.
Share of ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)	1,042	782	1,042	1,002	627	1,002	1,002	1,002	Delays in the transfer of external homecare have meant lower than planned costs here. Delays in full implementation of reablement for learning disability customers.
Share of ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)	(1,281)	76	(1,064)	(5,592)	0	(4,800)	(5,592)	(4,800)	Assumes transfer at 31st January. These are the costs coming over, for net savings, which match with the Business Management side. The sale of the care homes in January will result in large additional costs from January onward when we externalise our care home provision - at present there are savings in relation to the service but none of the costs.
ASC-10	Adult Social Care charging review (Led by Business Manager)	600	450	600	600	300	600	600	600	
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers	95	95	95	368	95	95	368	95	Review of savings submitted as part of budget process, less potential gains here than originally planned.
ASC-15	Mental health transformation	144	108	144	174	72	174	174	174	
ASC-21	Information, advice and low level services	165	124	165	165	83	165	165	165	
	Phasing out of double running costs associated with externalisation	0	0	0	0	0	1,500	1,000	1,000	
	Social Care and Support process efficiencies and maximising independence approach	0	0	0	0	0	0	847	847	
	Use of ear-marked reserves to rephase savings	0	0	0	2,397	0	483	0	0	
Total		6,570	7,849	6,498	3,218	7,530	3,654	2,668	3,218	
Target			6,570	6,570		3,218	3,218		2,668	
Remaining Shortfall/(Over Achievement)			(1,279)	72		(4,312)	(436)		(550)	The additional savings compared to the current plan are offsetting shortfalls in savings across other elements of adult services.

Note: The traffic light status of the three shared savings targets highlight the status of the combined actuals and forecasts in total across both services rather than the status of the individual savings plans.

2012-13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10601000	Mental Health 2007/08	170	6	0	0	176	170	6	0	0	176	0	0	
10605002	Netherfield - Development of an Independent Living	0	0	0	0	0	0	0	0	0	0	0	0	
10607000	Mental Health Grant 2009/10	144	41	0	0	185	144	25	16	0	185	(16)	0	
10608000	Mental Health Grant 2010/11	59	92	0	0	151	59	19	73	0	151	(73)	0	
11010000	Ingleby Foundation - Thistledome Phase 2	118	18	0	0	136	118	18	0	0	136	0	0	
		491	157	0	0	648	491	68	89	0	648	(89)	0	

B Social Care and Support

Performance Information: Quarter 3 April - December 2012

Social Care & Support Services - All measures for Quarterly Reporting								
Ref	Measure	2011/12 Actual	2012/13 Target	Year to Date Forecast	Year End Alert	Period Actual	Period Alert	Comments
M08000	The proportion of those using social care who have control over their daily life (ASCOF 1B)	73.7	75					• Indicator Commentary This indicator is taken from the Adult Social Care Survey conducted annually
M08001	The proportion of people who use services and carers who find it easy to find information about support (ASCOF 3D)	77.4	79					• Indicator Commentary This indicator is taken from the Adult Social Care Survey conducted annually
M08002	Proportion of adults with a learning disability in settled accommodation	54.5	63	65				
M08003	Proportion of adults with a learning disability in employment	5.9	7	7				
M08006	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services (pt 1)	81.2	82	82				
M08041	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services (pt 2)	4.1	4.3	4.3				
M08008	% of reablement customers where one or more agreed outcomes are fully met		80	80				
M08024	% of customers not needing on-going social care 91 days are leaving reablement		63	59				
M08011	Admissions to residential care homes per 100,000 population (ASCOF 2A)	595.5	560	530				
M08012	Proportion of people using social care who receive self-directed support (ASCOF 1C)	45.2	65	60				
M08040	Proportion of people using social care who receive a direct payment (ASCOF 1C pt2)	14	17	17				
M08019	Delayed transfers of care (ASCOF 2C) All Delays	17.1	13	14				• Indicator Commentary The outturn is predicted to decrease by 3 (18%) compared to last year but not enough to meet our stretching targets. Work is underway at a regional level to address the issues around delayed transfers of care
M08022	Number of repeat safeguarding referrals	14.7	13.2	11				
M08023	Proportion of people who use services who feel safe is in top quartile of comparator group	Yes	Yes					• Indicator Commentary This indicator is taken from the Adult Social Care Survey conducted annually
M08018	Number of extra care units provided	119	163	119				• Indicator Commentary The new schemes required to achieve target in this indicator are in the construction phase but will not be opened until 2013/14.
M08004	Proportion of adults in contact with secondary mental health services in settled accommodation (social care only)		80	82				
M08005	Proportion of adults in contact with secondary mental health services in employment (social care only)		22	18				
M08027	Social care-related quality of life (ASCOF 1A)		18.9					• Indicator Commentary This indicator is taken from the Adult Social Care Survey conducted annually
M08030	Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H)	69.3	70	70				
M08032	Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)	17.2	17.5	17.5				
M08034	Delayed transfers of care (ASCOF 2C) Social Care and Attributable to Both Delays	7.4	4	4.3				
M08035	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	62.6	64					• Indicator Commentary This indicator is taken from the Adult Social Care Survey conducted annually
M08036	Proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	77.4	78					• Indicator Commentary This indicator is taken from the Adult Social Care Survey conducted annually

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Social Care and Support Business Unit Risk Register

Business Manager - Angela Dakin

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Business Manager - Head of Service	732		732	391	(341)	The forecast under-spend in the Business Unit (less than 1% of Budget) . There is slippage in the Fulfilled Life project which is part of the Learning Disabilities Transformation programme. After a delayed start the project has now started in earnest and it is anticipated that all our current Community Support services will be replaced by the new service by the end of the financial year. There has also been some slippage with the care home transfer and they should now be transferred by the 31st January. This is offset by underspends in the rest of the service.
Transformation Office	1,194		1,194	665	(529)	
Local Provider Services	9,153		9,153	10,269	1,116	
Business Transformation	4,486		4,486	4,115	(371)	
Learning and Development	703		703	773	70	
Integrated Information Systems	75		75	54	(21)	
Business Support	290	(43)	247	217	(30)	
Net Service Spending	16,633	(43)	16,590	16,484	(106)	
				Non DSG	(106)	
				DSG	0	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	1,300	0	106	1,406		
Total	1,300	0	106	1,406	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target	Actual to Date	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'001	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	613	1,056	1,056	613	1,056	1,056	613	1,056	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Social Care and Support)	1,871	1,123	1,497	3,985	1,123	3,985	3,985	3,985	There has been significant slippage in the Fulfilled Life project, as a result of delays in reviewing customers, and other delays in setting up the new services. The savings delivery has therefore been affected. This reflects the worst case outcome and could improve if there are no further delays.
Share of ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Social Care and Support)	2,254	1,996	1,996	2,254	2,000	2,254	2,254	2,254	
Share of ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)	1,893	0	1,667	6,777	0	7,327	7,327	7,327	This is based on a transfer date of 31st January.
ASC-11	Day Care Services for Older People & Older People Mental Health (OPMH)	0	64	85	54	43	107	54	107	
ASC-16	Reduced spending on service development	100	100	100	200	100	200	200	200	
ASC-18	Workforce development	134	134	134	234	0	234	234	234	Currently being covered by service underspends
	Total	6,865	4,473	6,535	14,117	4,322	15,163	14,667	15,163	
	Target		6,865	6,865		14,117	14,117		14,667	
	Remaining Shortfall/(Over Achievement)		2,393	330		9,795	(1,046)		(496)	

Note: The traffic light status of the three shared savings targets highlight the status of the combined actuals and forecasts in total across both services rather than the status of the individual savings plans.

2012-13 to 2014-15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10593000	Homes For Elderly People Upgrade - 2003/04	84	0	0	0	84	84	0	0	0	84	0	0	
10602000	Whitnash - Lawns HFE Refurbishment	36	0	0	0	36	36	0	0	0	36	0	0	
10613000	CAF Development Team - Social Care IT 2009/10	0	110	0	0	110	0	110	0	0	110	1	1	
10964000	CAF Development Team - Social Care IT 2010/11	0	288	1,462	0	1,750	0	288	1,462	0	1,750	0	0	
11019000	Social Care Reform Grant 10/11	0	0	282	0	282	0	0	282	0	282	0	0	
10594000	AHCS Vehicle & Equipment Replacement Base Programme 2010/11	24	0	0	0	24	24	0	0	0	24	0	0	
10614000	Care Homes Fire Regulations	490	103	0	0	593	490	102	0	0	592	(1)	(1)	
10610000	Adult Social Care It Infrastructure Grant 2009/2010	75	75	0	0	149	75	75	0	0	150	1	1	
10611000	Adult Social Care It Infrastructure Grant 2010/2011	0	160	0	0	160	0	160	0	0	160	0	0	
11020000	Adult Social Care Modernisation And Capacity 2011/12	0	0	0	0	0	0	0	0	0	0	0	0	
11021000	Adult Social Care Modernisation and Capacity 2012/13	0	300	1,595	0	1,895	0	300	1,594	0	1,894	0	(1)	
10030000	CYPF ICT Upgrade	105	71	0	0	176	105	71	0	0	176	1	1	
		814	1,105	3,339	0	5,258	814	1,106	3,338	0	5,258	1	0	

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Business Management Business Unit Risk Register

Strategic Commissioning - Chris Lewington

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,769		1,769	1,717	(52)	The overall Business Unit underspend equates to 6% of budget and is the result of an increased general culture of austerity/tighter fiscal control within the service with some reluctance to commit to on-going costs. However there is a number of vacancies which need to be filled on a permanent basis. The predominant underspends are 1) the Commissioning Support Service due to the early achievement of the 2013/14 savings target 2) Business Intelligence & Market Facilitation where vacancies are being held and 3) Hospital Tuition where demand / costs of Hospital Schools has reduced.
Customer and Carer Engagement (D)	1,278		1,278	1,261	(17)	
Care Accommodation and Quality	758		758	770	12	
Supporting People Programme	9,000		9,000	8,925	(75)	
Older people, Physical Disability, Intelligence and Market Facilitation	1,061		1,061	797	(264)	
Commissioning Support	1,237		1,237	798	(439)	
Multi-Agency Commissioning	1,864		1,864	1,696	(168)	
Net Service Spending	16,967	0	16,967	15,964	(1,003)	
					Non DSG	(623)
					DSG	(380)

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	1,112	(343)	623	1,392		
Total	1,112	(343)	623	1,392	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target	Actual to Date	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'001	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	
ASC-17	Housing support	400	313	400	800	313	800	800	800	
ASC-20	Carers	84	84	84	184	84	184	184	184	
Share of CY-S-01	Transforming services for children and families	40	40	40	218	40	218	218	218	
	Total	1,926	1,839	1,926	2,604	1,839	2,604	2,604	2,604	
	Target		1,926	1,926		2,604	2,604		2,604	
	Remaining Shortfall/(Over Achievement)		87	0		765	0		0	

D Strategic Commissioning

Performance Information: Quarter 3 April - December 2012

Strategic Commissioning								
Ref	Measure	2011/12 Actual	2012/13 Target	Year to date forecast	Year End Alert	Period Actual	Period Alert	Comments
M12007	Ensure the development and implementation of a Health & Wellbeing Strategy for Warwickshire			Yes		Yes		
M12008	A Commissioning Framework is in place & reviewed on an annual basis		Yes	No		No		• no longer really applicable since the ending of the Joint Commissioning Board
M12009	Contracts comply with Contract Standing Orders (Contract Challenge Board will assess this measure)		Yes	Yes		Yes		• There has been no 'call in' by the Contract Challenge Board this period
M12010	Improved outcomes for children & young people in placements that demonstrate value for money		Yes	Yes		Yes		• Addressing the outcomes is out of MAC's hands, but we can demonstrate value for money in terms of savings - but for efficiency would want to do this at the year end.
M12006	Complete the JSNA refresh to support commissioning decisions		Yes	Yes		Yes		
M12011	Children's Needs Assessment is updated on a monthly basis and is embedded in the JSNA		Yes	Yes		Yes		
M12012	SLAs are signed off, monitored quarterly and reviewed annually		Yes	No		No		• With the joining of People Group and the common format of Business Unit and Team plans being adopted, GLT decided in November that SLAs and allied performance reporting will no longer be completed.
M12013	Timely returns are made to the Department for Education and Ofsted		Yes	Yes		Yes		
M12014	The CYPP is revised to support locality working and progress is reported on a quarterly basis		Yes	Yes		Yes		
M12003	Under 18 conception rate (per 1000 females 15-17)	34.8	50	32.6		30.8		• 15.6% lower than the rate of 36.5 for the third quarter of 2010. This compares to a slightly lower 2011 third quarter rate for England of 29.4 and a corresponding reduction of 9.8% on the 2010 third quarter.
M12000	Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	46	45.7					• NCMP data from DH and breastfeeding data not available yet
M12001	Percentage of children in Year 6 with height and weight recorded who are obese	16.17	13					• NCMP data from DH and breastfeeding data not available yet
M12002	Obesity among primary school aged children in Reception Year	7.44	7.2					• NCMP data from DH and breastfeeding data not available yet
M12005	Alcohol related admissions for under 18s (rate per 100,000)	63.9	62			58.32		• Annual - every September - No forecast data as the data is collected externally
M12015	Commissioned alcohol and substance misuse services meet their quarterly targets against SLAs.		Yes					• This data is not available until after the end of the quarter.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

Early Intervention and Family Support - Hugh Disley

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Intervention & Family Support - Head of Service including Targeted	1,232	86	1,318	889	(429)	The over-all Business Unit underspend equates to less than 5% of budget and is the result of a contingency of grant income to be used to cover (in the short term) any unexpected non-achievement of savings within the ex Children's Business Units. The northern area underspend is the result of a 13/14 savings plan being achieved in advance of the original plan, this is not an on-going under-spend. There is also an increased general culture of austerity/tighter fiscal control within the service with some reluctance to commit to on-going costs.
Transformation Programme	264	40	304	300	(4)	
Early Intervention - North	2,716		2,716	2,370	(346)	
Early Intervention - South (formerly Family & Parenting)	10,375	42	10,417	10,340	(77)	
Early Intervention - East	1,069	(86)	983	984	1	
Pupil Referral Unit	1,272		1,272	1,300	28	
Net Service Spending	16,928	82	17,010	16,183	(827)	
				Non DSG	(853)	
				DSG	26	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for Use of/Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	1,347	(1,222)	853	978		
Total	1,347	(1,222)	853	978	0	

E Early Intervention

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Final Outturn £'001	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	2,338	2,338	2,338	2,338	2,338	2,338	2,338	2,338	
CY-S-01	Transforming services for children and families	850	510	510	1,580	1,580	510	1,580	510	There has been some slippage in the Transformation Programme with realigning plans across the new Group as opposed to the ex Children's Directorate. This shortfall is being addressed as part of the overall 2013/14 budget process and it is planned to meet the overall savings targets within the timescales of the MTFP.
Share of CY-S-04	Review services to schools and families	819	819	419	819	819	419	819	419	The statutory duty for vulnerable pupils who attend school less than 85% is a LA responsibility and a re-adjustment needed to meet this need from what was purely traded business. This shortfall is being addressed as part of the overall 2013/14 budget process and it is planned to meet the overall savings targets within the timescales of the MTFP.
Share of CY-S-05	Review of the Safeguarding Service	37	0	0	37	0	37	37	37	Early on in the savings plan it became clear that the initial proposal for this saving could not be achieved for statutory reasons. Alternative plans including an online system are being investigated.
Share of CY-S-06	Community and Play- reduction in services	1,810	1,810	1,810	2,660	1,810	2,660	2,660	2,660	
CY-S-08	Alternative use of grants within Children, Young People and Families directorate	242	242	242	1,586	242	242	1,586	242	Initial considerations of the alternative use of grants has been superseded by changes to grant & service provision. This shortfall is being addressed as part of the overall 2013/14 budget process and it is planned to meet the overall savings targets within the timescales of the MTFP.
	Alternative Savings plans will be brought forward as part of the 2013/14 Budget process.						2,814		2,814	
Total		6,096	5,719	5,319	9,020	6,789	9,020	9,020	9,020	
Target			6,096	6,096		9,020	9,020		9,020	
Remaining Shortfall/(Over Achievement)			377	777		2,231	0		0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
11014000	Early Years and Sure Start Childrens Centres	0	0	0	0	0	0	0	0	0	0	0	0	
10231000	Birchwood - Polesworth (Ph 2) Children's Centre	(9)	0	0	0	(9)	(9)	0	0	0	(9)	0	0	
10037000	Austrey Ce Primary School Modular Refurbmt	0	0	0	0	0	0	0	0	0	0	0	0	
10225000	Rugby, Boughton Leigh (Ph 2) Children's Centre	(24)	0	0	0	(24)	(24)	0	0	0	(24)	0	0	
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Childrens Centre	305	12	0	0	317	305	12	0	0	317	0	0	
10043000	Coleshill Primary School Phase 3 Childrens Centre	555	3	0	0	558	555	3	0	0	558	1	1	
10074000	Cawston Primary School Phase 3 Childrens Centre	304	0	0	0	304	304	0	0	0	304	0	0	
10073000	Nuneaton St Nicholas Clinic Phase 3 Childrens Centre	332	1	0	0	333	332	1	0	0	333	0	0	
10069000	Wolston Library Phase 3 Childrens Centre	182	0	0	0	182	182	0	0	0	182	0	0	
10033000	Wellesbourne Library Phase 3 Childrens Centre	510	0	0	0	510	510	0	0	0	510	0	0	
10056000	Shipston Primary School Phase 3 Childrens Centre	522	16	0	0	538	522	16	0	0	538	0	0	
10045000	Bishops Itchington Primary School Childrens Centre Outreach/Refurbishment	167	0	0	0	167	167	0	0	0	167	0	0	
10024000	Nuneaton/Abbey Childrens Centre & Extension at Hatters S	139	0	0	0	139	139	0	0	0	139	0	0	
10904000	Early Intervention Service Teaching & Learning Centre DFC	62	0	0	0	62	62	0	0	0	62	0	0	
		3,045	32	0	0	3,077	3,045	32	0	0	3,077	1	1	

E Early Intervention

Performance Information: Quarter 3 April - December 2012

Early Interventions & Family Support: All Measures								
Ref	Measure	2011/12 Year End Actual	2012/13 Target	YEnd Forecast	Year End Alert	Period Actual	Period Alert	Interdependencies
M09002	% evaluations of individual common assessments demonstrate improved outcomes for children & young people	82	70					• It is not possible to provide forecast data for this performance measure
M09008	% of permanent exclusions of pupils with SEIS support					15		3 pupils with EIS support have been permanently excluded this term - current estimate for the number of pupils supported this quarter will be in the region of 2,000. This therefore, makes the % for M09008 0.15% Definitive figure for number of pupils supported this quarter will not be available until 21st
M09003	% of cases that have resulted in a positive outcome for the child	60	70					• It is not possible to forecast data for this performance measure
M09004	% of family group conferences that prevent young people going into LA accommodation within one year	85.7	70	50		100		
M09005	% of FIS enquirers who are given information about financial support					19		• Please note that these are subject to change, especially the satisfaction as not all feedback forms for the quarter will have been received.
M09006	% 3 - 5 year olds accessing free childcare entitlement	94	100			87		• Please note that these are subject to change, especially the satisfaction as not all feedback forms for the quarter will have been received.
M09007	% parental satisfaction with service	97	95			94		• Please note that these are subject to change, especially the satisfaction as not all feedback forms for the quarter will have been received.
M11002	% of 16-18 year olds who are not in education, employment or training (NEET)	4.5	5.2	4.5		4		• Year end Estimate of 5.2% may change shortly and be revised given the actual is lower.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Early Intervention	Children's Centres Tendering.	Sally Lightfoot (Service Manager), Barbara Wallace (Operations Manager - Children's Centres) & Colin McKenzie	12 (R)	Present Children's Centres contracts run through to March 2013, now needing middle to long term resolution plus additional context regarding government initiatives (ie troubled families, 2 year old funding, new Ofsted framework). There is a financial feasibility study under way. Further action being taken: Strategic commissioning and model shaping to lead to viable future role of children's centres within an early years policy. Corporate Board report due to look at middle term viable model and agree a timescale for implementation.

Learning and Achievement - Mark Gore/Sarah Callaghan

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
L&A - Head of Service	1,082	(110)	972	829	(143)	The over-all Business Unit over-spend equates to 2% of budget and is mainly the result of pressures on SEN budgets. A lack of specialist in house provision has seen an increase in the numbers of children placed in out of county provision, particularly for pupils with behavioural, emotional and social difficulties (BESD) and with Autistic Spectrum Disorder (ASD). WCC currently has no local provision for pupils high level ASD requiring a specialist setting. The number of new statements for pupils in mainstream schools has also increased, by 26% in 2012 and with the increasingly complex needs of individual pupils the cost has risen from £208,000 in 2011 to £387,000 in 2012. This increase in statemented pupils is also resulting in unplanned increases in cost pressures on the SEN Transport budget.
Secondary Phase	1,150		1,150	1,019	(131)	
Strategy for Change (formerly County Music Service & Service Manager)	1,445		1,445	1,163	(282)	
Access & Organisation (formerly Pupil & Student Support including Transport, Schools & Community & School Organisation)	24,947		24,947	25,067	120	
Primary & Early Years Phase (formerly School Improvement & Early Years)	3,242	23	3,265	3,018	(247)	
Special Education Needs	28,741	110	28,851	31,554	2,703	The increasing numbers of Looked after Children are contributing to a forecast overspend on transport. This is being investigated. Residential placements for Looked after Children are also increasing this year putting pressure on the IDS budget.
Adult and Community Learning (D)	(35)		(35)	(93)	(58)	
Schools related residual HR & DSG Contingency	7,555	0	7,555	7,209	(346)	The business units non DSG overspend is being offset by a specific budget held at Business Unit level to cover in year budget pressures with the DSG over-spend covered by central DSG reserves.
Net Service Spending	68,127	23	68,150	69,766	1,616	
				Non DSG DSG	(167) 1,783	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	1,381	(1,131)	167	417		
Total	1,381	(1,131)	167	417	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	2,258	2,258	2,258	2,258	2,258	2,258	2,258	2,258	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	403	375	375	778	375	750	778	750	
Share of CY-S-04	Review services to schools and families	534	534	534	534	534	534	534	534	
Share of CY-S-07	School/College Transport	1,503	1,200	1,203	2,003	1,203	1,203	2,003	1,203	Work continues with the Communities Group to bring back, to some extent, on track savings that are slipping within the planned SEN Transport Budget. This shortfall is being addressed as part of the overall 2013/14 budget process and it is planned to meet the overall savings targets within the timescales of the MTFP.
	Alternative Savings plans will be brought forward as part of the 2013/14 Budget process.						828		828	
	Total	4,698	4,367	4,370	5,573	4,370	5,573	5,573	5,573	
	Target		4,698	4,698		5,573	5,573		5,573	
	Remaining Shortfall/(Over Achievement)		331	328		1,203	0		0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10016000	Schools Access Initiative 2010/11	534	103	0	0	637	534	45	58	0	637	(58)	0	
10026000	Stratford King Edward VI Cooking Space	345	0	0	0	345	345	0	0	0	345	0	0	
10027000	Stratford Primary Places Alveston Extension	1,308	(29)	0	0	1,279	1,308	(29)	0	0	1,279	0	0	
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	340	60	0	0	400	340	60	0	0	400	0	0	
10036000	Alcester High School Kitchen Extension	101	3	0	0	104	101	3	0	0	104	0	0	
10044000	Warwick Newburgh Primary Extension	1,808	783	0	0	2,591	1,808	783	0	0	2,591	0	0	
10046000	Stratford Primary Places - Bishopton Extension	28	0	0	0	28	28	0	0	0	28	0	0	
10049000	Warwick Myton School Kitchen Extension	200	0	0	0	200	200	0	0	0	200	0	0	
10051000	Stratford Primary Places The Willows Extension	659	19	0	0	678	659	19	0	0	678	0	0	
10054000	Kineton High Artificial Turf Pitch 09/10	538	8	0	0	546	538	8	0	0	546	0	0	
10058000	Rugby Lawrence Sheriff Cooking Space	345	0	0	0	345	345	0	0	0	345	0	0	
10060000	Rugby Oakfield Primary Additional Teaching Space	179	0	0	0	179	179	0	0	0	179	0	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	358	289	0	0	647	358	289	0	0	647	0	0	
10071000	Alcester High Cooking Space	378	0	0	0	378	378	0	0	0	378	0	0	
10072000	Alcester Grammar School Kitchen Improvements	13	0	0	0	13	13	0	0	0	13	0	0	
10075000	Atherstone Arden Hill Infant and Oakfield Junior Amalgamation	600	50	0	0	650	600	50	0	0	650	0	0	
10089000	Studley Community Infants School - Modernisation	0	0	0	0	0	0	0	0	0	0	0	0	
10111000	Nuneaton, Oak Wood School	0	0	0	0	0	0	0	0	0	0	0	0	
10140000	Alcester - St Nicholas School	34	0	0	0	34	34	0	0	0	34	0	0	
10145000	Newbold On Avon, Avon Valley School Improvements - Phase 3 New Build	(2)	0	0	0	(2)	(2)	0	0	0	(2)	0	0	
10213000	Wellesbourne Primary School - 2 Temporary Classrooms and Extension	1,286	7	0	0	1,293	1,286	7	0	0	1,293	0	0	
10218000	Henley-In-Arden High, Specialist Status	2	0	0	0	2	2	0	0	0	2	0	0	
10223000	Exhall Grange School Reorganisation	4,494	0	0	0	4,494	4,494	0	0	0	4,494	0	0	
10232000	North Leamington Community School and Arts College and Residential Scheme	0	13	0	0	13	0	13	0	0	13	0	0	
10240000	Kingsbury Comprehensive School - New Block	1,603	0	0	0	1,603	1,603	0	0	0	1,603	0	0	
10251000	Stratford High School Extension	4,562	99	0	0	4,661	4,562	99	0	0	4,661	0	0	
10262000	Education Modernisation 2009/10	2	0	0	0	2	2	0	0	0	2	0	0	
10291000	Schools Minor Capital Works 2008/09	1,527	96	0	0	1,623	1,527	0	0	0	1,527	(96)	(96)	Balance of £95,652 transferred from this old minor works code to 10970000 to bring all minor works funding together.
10300000	Minor Works Unallocated DFC Fund	190	7	0	0	197	190	7	0	0	197	0	0	
10349000	Galley Common Infant School, Extension	9	0	0	0	9	9	0	0	0	9	0	0	
10356000	Warwick Aylesford Security and Bus Set Down	186	11	237	0	434	186	110	138	0	434	99	0	
10357000	Rugby Paddox Primary Amalgamation	1,743	108	0	0	1,851	1,743	108	0	0	1,851	0	0	
10371000	Brookhurst Primary School, Extension	0	0	0	0	0	0	0	0	0	0	0	0	
10425000	Rugby Harris Secondary School Extension	4,080	0	0	0	4,080	4,080	0	0	0	4,080	0	0	
10426000	Rugby Rokeby Junior and Infant Amalgamation	942	0	0	0	942	942	0	0	0	942	0	0	
10433000	Education Capital - Unallocated	0	83	0	0	83	0	62	0	0	62	(21)	(21)	
10436000	Nuneaton Abbey Infant Temp Classroom Replacement	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,852	203	0	0	10,055	9,852	223	0	0	10,075	20	20	
10445000	Stratford Provision of Primary Places	2	0	0	0	2	2	0	0	0	2	0	0	
10451000	Stratford Ettington Primary Additional Classroom	5	0	0	0	5	5	0	0	0	5	0	0	
10481000	Education Modernisation 2010/11	276	(55)	0	0	221	276	(55)	0	0	221	0	0	
10492000	Kitchen And Dining Room Improvement Grant	656	20	0	0	676	656	5	0	0	661	(15)	(15)	

F Learning & Achievement

10506000	Stratford Welcombe Hills Quiet Room and Security	0	0	0	0	0	0	0	0	0	0	0	0	0
10510000	North Warwickshire and Hinckley College Engineering and Built Environment Space	1,497	0	0	0	1,497	1,497	0	0	0	1,497	0	0	
10513000	Education Capital - Earmarked Capital Receipts	0	4,103	0	0	4,103	0	0	0	4,103	4,103	(4,103)	0	
10514000	Queen Elizabeth School All Weather Pitch	455	17	0	0	472	455	17	0	0	472	0	0	
10517000	Rugby St Matthews Bloxham Kitchen Extension	1	0	0	0	1	1	0	0	0	1	0	0	
10521000	Warwick Aylesford Language Lab Upgrade	32	0	0	0	32	32	0	0	0	32	0	0	
10525000	Stratford College Engineering and Built Environment	750	0	0	0	750	750	0	0	0	750	0	0	
10526000	Stratford Bridgetown Primary Extension	1,521	729	0	0	2,250	1,521	734	12	0	2,267	5	17	
10527000	Primary Capital Programme (Government Allocation) 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10533000	Rugby Ashlawn School Engineering Workshop	49	0	0	0	49	49	0	0	0	49	0	0	
10536000	Harnessing Technology Grant 2010/11	1,119	0	0	0	1,119	1,119	0	0	0	1,119	0	0	
10543000	Southam College Applied Learning Suite	1,128	5	0	0	1,133	1,128	5	0	0	1,133	0	0	
10547000	Warwickshire College Land Based Diploma	40	0	0	0	40	40	0	0	0	40	0	0	
10549000	Nuneaton Hartshill School Kitchen Improvements	6	0	0	0	6	6	0	0	0	6	0	0	
10552000	Southam College All Weather Pitch	536	19	0	0	555	536	19	0	0	555	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	19,605	8,051	0	0	27,656	19,605	8,161	0	0	27,766	110	110	Transfer to Devolved project 11201000 at Kingsbury School. Return of TCF 14-19 underspend to 11110000
10968000	Basic Need Design	4	0	0	0	4	4	0	0	0	4	0	0	
10969000	Demolition Of Temporary Classrooms	0	100	0	0	100	0	0	0	0	0	(100)	(100)	See Comment under project 11181000.
10970000	CYPF Capital Minor Projects	262	96	243	0	601	262	86	349	0	697	(10)	96	Balance of £95,652 transferred from old minor works code 10291000 to bring all minor works funding together.
11008000	Nuneaton Academy Project Support Funding	150	0	0	0	150	150	0	0	0	150	0	0	
11013000	Education Capital - Unallocated Contributions	0	0	350	0	350	0	0	350	0	350	0	0	
11015000	Schools Maintenance And Capacity	0	0	0	0	0	0	0	0	0	0	0	0	
11064000	The Willows Primary Extension (Pupil Places)	212	2,245	385	0	2,842	212	2,245	385	0	2,842	0	0	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	32	0	267	0	299	32	0	267	0	299	0	0	
11066000	St Michaels Primary Extension (Pupil Places)	69	478	13	0	560	69	478	13	0	560	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	120	1,255	0	0	1,375	120	1,245	10	0	1,375	(10)	0	
11068000	Wembrook Primary Reorganisation (Pupil Places)	42	313	0	0	355	42	313	0	0	355	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	23	700	1,178	0	1,901	23	200	1,678	0	1,901	(500)	0	
11070000	Emscote Infants Extension (Pupil Places)	33	590	33	0	656	33	590	33	0	656	0	0	
11071000	Shipston Primary Alterations (Pupil Places)	12	348	46	0	406	12	348	46	0	406	0	0	
11072000	Glendale Primary Alterations (Pupil Places)	48	1	0	0	49	48	1	0	0	49	0	0	
11073000	All Saints Junior Extension (Pupil Places)	17	45	554	0	616	17	45	554	0	616	0	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,199	561	0	0	1,760	1,199	553	0	0	1,752	(8)	(8)	
11074020	Leamington SpaTelford Junior School - Roof Replacement (Block 1)	98	17	0	0	115	98	15	0	0	113	(2)	(2)	
11074021	Stratford High School - Roof Replacement	347	0	0	0	347	347	10	0	0	357	10	10	
11075000	ICT Block Header	64	0	0	0	64	64	0	0	0	64	0	0	
11076000	Schools Access Initiative Block Header	72	250	628	0	950	72	0	878	0	950	(250)	0	
11090000	Nuneaton Milby Primary School - Roof Replacement	130	0	0	0	130	130	0	0	0	130	0	0	
11101000	Nathaniel Newton Infant (Pupil Places)	0	50	0	0	50	0	50	0	0	50	0	0	
11102000	Newdigate Primary (Pupil Places)	49	328	455	4	836	49	328	455	4	836	0	0	
11103000	Long Lawford Primary (pupil places)	226	885	2	0	1,113	226	885	2	0	1,113	0	0	
11104000	Boughton Leigh Infants (Pupil Places)	93	454	1	0	548	93	454	1	0	548	0	0	
11105000	Lillington Primary (Pupil Places)	36	250	1,664	0	1,950	36	250	1,664	0	1,950	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	4	1,900	1,846	0	3,750	4	1,549	2,197	0	3,750	(351)	0	
11108000	Oakfield Primary	1,538	1,313	20	0	2,871	1,538	1,313	20	0	2,871	0	0	
11109000	Basic Need Additional Grant 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	

F Learning & Achievement

11110000	DfE Basic Need and Maintenance Grant 2012/13	0	0	5,850	0	5,850	0	0	275	0	275	0	(5,575)	Majority of reduction relates to allocations made to new schemes approved by cabinet on 22nd November. Available funding has been increased by a £140,000 underspend of TCF 14-19 capital funding, £120,000 of which has been allocated to the Southam College project (10543000) as a further contribution to support the provision of the new engineering suite. This reduces the schools contribution to the project enabling them to address other improvements at the school.
11111000	Schools Devolved Capital 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	
11112000	Short breaks for Disabled Children (DfE Capital Grant)	0	304	0	0	304	0	304	0	0	304	0	0	
11173000	Wolston St Margarets extension (pupil places)	0	102	594	4	700	0	102	594	4	700	0	0	
11174000	Kingsway Pri extension and reorg (pupil places)	0	110	890	0	1,000	0	110	890	0	1,000	0	0	
11175000	Newburgh Pri additional hall / studio space	0	220	230	0	450	0	190	238	22	450	(30)	0	
11176000	Stockingford Inf & Jnr Amalgamation	0	0	0	0	0	0	0	0	0	0	0	0	
11177000	Schools Access Initiative 2012/13 block header	0	446	254	0	700	0	396	348	0	744	(50)	44	Increase relates to the addition of LCVAP contributions to four VA schemes.
11178000	Woodlands School improve facilities	0	300	0	0	300	0	133	151	16	300	(167)	0	
11179000	Hillmorton Pri addtl SEN provision	0	100	0	0	100	0	100	0	0	100	0	0	
11180000	Welcombe Hills vehicle access alterations	0	125	325	0	450	0	55	369	26	450	(70)	0	
11181000	Temporary classroom replacement	0	250	1,250	0	1,500	0	0	350	0	350	(250)	(1,150)	£1,250,000 funding allocated to new temporary classroom schemes per cabinet report 22/11/12. Balance remaining includes additional £100,000 transferred from previous temporary classroom project code 10969000.
11182000	Ilmington Pri replace temporary classrooms	0	288	262	0	550	0	143	376	31	550	(145)	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	0	139	787	24	950	0	139	787	24	950	0	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	0	73	424	3	500	0	73	424	3	500	0	0	
11198000	Barford St Peters extension (pupil places)	0	0	0	0	0	0	15	205	10	230	15	230	New scheme approved at Cabinet 22nd November 2012
11199000	Budbrooke Pri extension (pupil places)	0	0	0	0	0	0	20	330	0	350	20	350	New scheme approved at Cabinet 22nd November 2012
11200000	The Ferncumbe extension (pupil places)	0	0	0	0	0	0	20	230	0	250	20	250	New scheme approved at Cabinet 22nd November 2012
11202000	Quinton Pri expansion (pupil places)	0	0	0	0	0	0	20	400	830	1,250	20	1,250	New scheme approved at Cabinet 22nd November 2012
11203000	St Giles Pri parking & pedestrian issues (H&S)	0	0	0	0	0	0	0	40	0	40	0	40	New scheme approved at Cabinet 22nd November 2012
11204000	Tysoe temporary classroom replacement	0	0	0	0	0	0	20	230	0	250	20	250	New scheme approved at Cabinet 22nd November 2012
11205000	Water Orton temporary classroom replacement	0	0	0	0	0	0	20	230	0	250	20	250	New scheme approved at Cabinet 22nd November 2012
11206000	Telford Infants temporary classroom replacement	0	0	0	0	0	0	20	230	0	250	20	250	New scheme approved at Cabinet 22nd November 2012
11207000	Telford Junior temporary classroom replacement	0	0	0	0	0	0	20	230	0	250	20	250	New scheme approved at Cabinet 22nd November 2012
11209000	Wembrook Primary additional studio hall space	0	0	0	0	0	0	25	400	0	425	25	425	New scheme approved at Cabinet 22nd November 2012
11210000	Exhall Cedars Inf temporary classroom replacement	0	0	0	0	0	0	20	230	0	250	20	250	New scheme approved at Cabinet 22nd November 2012
11211000	Coten End Primary expansion (pupil places)	0	0	0	0	0	0	20	800	1,980	2,800	20	2,800	New scheme recommended by Cabinet 22nd November 2012 and approved by Council 18th December 2012
		70,802	29,438	18,788	35	119,063	70,802	23,666	17,467	7,053	118,988	(5,772)	(75)	

Performance Information: Quarter 3 April - December 2012

CBP: Higher levels of attainment: (Academic Year September 2011 - August 2012)									
Ref	Measure	2010/11 Academic Year Actual	2011/12 Academic Year Target	2011/12 Academic Actual	2011/12 Academic Alert	2011/12 Academic Target	2012/13 Academic Forecast	2012/13 Academic Alert	Comments
M11000	% of Warwickshire schools judged good or outstanding by Ofsted	65				66	66		
M11001	% of pupils achieving 5 A*-C at GCSE including English and Maths or equivalent	61		64		64	62.6		• Actual 62.6% has been sourced from the DFE's statistical first release. Whilst published it is still a provisional figure and could be subject to change.

CBP: Higher levels of attainment for all children (Financial Year 2012 / 2013)									
	Measure	2011/12 Actual	2012/13 Target	Year to Date Forecast	Year End Alert	Period Actual	Period Alert		Comments
M11002	% of 16-18 year olds who are not in education, employment or training (NEET)	4.5	5.2	4.5		4			

Higher levels of attainment for all children in Warwickshire (Academic Year Sept-Aug 12)									
	Measure	2010/11 Academic Actual	2011/12 Academic Target	2011/12 Academic Actual	2011/12 Academic Alert	2012/13 Academic Target	2012/13 Academic Forecast	2012/13 Academic Alert	Comments
M11006	Looked after children achieving level 4 at Key Stage 2 in English					62	66		• Annual indicator only
M11007	Looked after children achieving level 4 at Key Stage 2 in Maths					62	63		• Annual indicator only
M11008	Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent					39	16		• Annual indicator only
M11009	Number of permanent exclusions from school					31	3		• The term finishes on 21st December and the current actual figure (from LA maintained schools only) is 2.
M11010	Achievement of a level 2 qualification by age 19		81	82		82	82		• This is unchanged from the June update as this is an annual measure. The 2012 will be available at the end of March 2013.
M11011	To narrow the attainment gap between pupils in schools judged to be satisfactory and the rest		4.4			4.4	4.4		• Data collected annually 58% - 21 inspections since 1 September 2012 - 5 reports not yet received 2 outstanding, 8 good
M11012	% of 16/17 year olds participating in education and work based learning (WBL)		89	92		92	91		
M11013	Number of Looked after Children (LAC) in a positive destination at age 19.		56	62		62	61.4		• This is unchanged from the June update as this is an annual measure. The 2012 will be available at the end of March 2013.
M11014	% of Young People who were in receipt of Free School Meals (FSM) at academic age 15 who attain level 2 qualifications by the age of 19.	58	60	62		62	58		• This is unchanged from the June update as this is an annual measure. The 2012 will be available at the end of March 2013.
M11015	% of young people achieving Level 3 by 19	57	56	58		58	57.1		• This is unchanged from the June update as this is an annual measure. The 2012 will be available at the end of March 2013.
M11016	The gap in attainment of L3 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not (%)	32	23	21		21	32		• This is unchanged from the June update as this is an annual measure. The 2012 will be available at the end of March 2013.
M11017	% of 16-18 year olds on an Apprenticeship programme achieving the full Framework.			81		81	77		• This is unchanged from the June update as this is an annual measure. The 2012 will be available at the end of March 2013.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Learning & Achievement Business Unit Risk Register

Customer Services - Kushal Birla

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Customer Contact and E-services	1,969		1,969	1,959	(10)	
Marketing & Communications	301		301	309	8	The Print Unit is currently forecast to under-recover against its income targets. Options to bring the unit to a breakeven position are being considered to bring the forecast back in line
One Front Door (Formerly One Stop Shops)	268		268	256	(12)	
Registration Services	104		104	(160)	(264)	Income generation through the Registration Service activity, is forecast to be greater than planned. £150k of this forecast underspend is to be used to purchase Mobile Library leases.
Other Customer Services	704	(10)	694	596	(98)	Delays in Projects and the generation of additional income from the renegotiation of room hire with external partners
Library & Information Services	5,572		5,572	5,714	142	Purchase of 5 Mobile Library Leases - cost to be met from extra income generated by the Registration Service
Customer Relations	320		320	317	(3)	
Net Service Spending	9,238	(10)	9,228	8,991	(237)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	170	(170)	237	237		
Total	170	(170)	237	237	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	452	416	416	452	416	416	452	416	
CW-CL-01 and 12	Restructure Community Safety and Localities management and teams & Additional income generation in Equality and Diversity and Complaints Handling (jointly with Customer Services)	18	18	18	68	18	68	68	68	The current on-going Complaint Handling Review, is a substantial re-evaluation of what the Council needs to support complaint handling. It is anticipated that it will make recommendations about where resources should be focussed across the authority and what expectations will be of the service to support complaints handling across the Council. It is most likely that the savings will have to be made from reductions to the staffing budget. Discussions with the Strategic Director and the Customer Feedback Board are underway to agree measures for next financial year.
CW-CC-02	Library Services reconfiguration	311	311	311	782	311	782	932	932	
CW-CC-03	Integrated Model for Communications	43	39	43	136	43	107	136	172	Communications staff and budgets will be integrated corporately.
	Total	824	784	788	1,438	788	1,373	1,588	1,588	
	Target		824	824		1,438	1,438		1,588	
	Remaining Shortfall/(Over Achievement)		40	36		650	65		0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10643000	One-Stop Shops Expansion Prog 2008/09	32	0	0	0	32	32	0	0	0	32	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	0	0	150	120	270	0	0	150	120	270	0	0	
10654000	Warwick Shire Hall - Creation Of One Stop Shop	0	0	0	0	0	0	0	0	0	0	0	0	
10641000	2009-10 One Stop Shop Expansion - Leamington Spa	0	0	0	0	0	0	0	0	0	0	0	0	
10624000	Libraries Radio Frequency Identification	720	134	0	0	854	720	97	37	0	854	(37)	0	
10627000	Improving The Customer Experience- Libraries	92	96	0	0	188	92	96	0	0	188	0	0	
10631000	Library Modernisation Linked To Best Value	0	300	0	0	300	0	150	150	0	300	(150)	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	250	1,000	1,750	3,000	0	50	1,000	1,950	3,000	(200)	0	
10334000	Nuneaton and Bedworth Registrars Office - Alterations and Refurbishment	1	0	0	0	1	1	0	0	0	1	0	0	
10644000	County Signage -Improving The Customer Experience	4	0	0	0	4	4	0	0	0	4	0	0	
10642000	One-Stop Shops Expansion Programme	0	0	0	0	0	0	0	0	0	0	0	0	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	62	235	205	0	502	62	235	204	0	501	0	(1)	No major One Front Door refurbishments have taken place during the year.
11077000	Capital Fund for Community Libraries	67	33	0	0	100	67	33	0	0	100	0	0	
		978	1,048	1,355	1,870	5,251	978	661	1,541	2,070	5,250	(387)	(1)	

Performance Information: Quarter 3 April - December 2012

Customer Service - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012	Progress to date
M01000	% Satisfaction level with the quality of services received	67.9	61.89					• Warwickshire Observatory have advised that it will be Q4 before we get an annual satisfaction measure.
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	97	80	98	★	98	★	
M01009	Number of clients who take up the 'Tell us once' service	47						• Statistics expected from DWP by January 2013.
M01012	Number of visits to libraries	2079813	1673632	1751014	★	1313261	▲	• Q3 forecast and year end forecast provided.
M01013	Number of Virtual library visits (including use of subscription and online enquiry services, databases, and e-book downloads)	2909574	3055053	2637769	▲	1978327	▲	Q3 forecast and YE forecast provided. Change request submitted to remove indicator - reporting system has changed, baseline to be revised for next year
M01030	No. of complaints responded to within agreed timescales							• Action underway to develop protocol to enable reporting in this area corporately.
M01031	Benchmark social media Klout score							• Action underway to develop benchmarking for this new target

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Customer Services Business Unit Risk Register

Finance - John Betts

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	260	40	300	303	3	There are no major overspends - the savings target here includes issues over and above original savings plans as a result of other pressures (eg the implementation of the new financial system). This is partially set off this year by some one-off procurement monies, although also built in is an estimate of the cost of one-off redundancies in 2012-13 to begin to make headway into the staffing restructure required to deliver the overall savings target. <i>(Note: the Resources Group Transformation Fund is being reported against Finance here for presentational purposes - it covers the whole Resources Group - it is being used to invest in projects that fast track benefits for the wider organisation. If there is any underspend at year end it is envisaged that this would be used to continue the improvements in 2013-14.</i>
Budget and Technical & Fire Finance Team	529	(2)	527	446	(81)	
Financial Accounting & Projects	695	(79)	616	631	15	
Financial Systems & Transformation	1,881	(11)	1,870	1,863	(7)	
Communities Finance Team	532	(2)	530	504	(26)	
People Finance Team	925	(5)	920	891	(29)	
Resources & Schools Finance Team	601	54	655	523	(132)	
Finance Savings Target	(261)	32	(229)	(241)	(12)	
Resources Transformation Fund	1,576	(60)	1,516	1,516	0	
Net Service Spending	6,738	(33)	6,705	6,436	(269)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	93	(93)	269	269		
Total	93	(93)	269	269	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target	Actual to Date	Forecast Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	340	340	340	340	340	340	340	340	Structures and processes are in place to deliver the savings target for 2012/13 (see the note above on voluntary redundancies), but some of this is predicated on one-off money and there is a need for some one-off investment from the Resources Group Transformation Fund to minimise the impact in 2013/14, alongside the introduction of a different way of delivering financial support to the organisation. .
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	785	598	785	1,510	598	1,510	1,510	1,510	
RE-FI-03	Reduction in financial support to both members and mana									
RE-FI-04	Shared financial services									
	Sub total	1,125	938	1,125	1,850	938	1,850	1,850	1,850	
	Target		1,125	1,125		1,850	1,850		1,850	
	Remaining Shortfall/(Over Achievement)		187	0		912	0		0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10429000	Financial Systems Replacement	1,270	0	0	0	1,270	1,270	0	0	0	1,270	0	0	
		1,270	0	0	0	1,270	1,270	0	0	0	1,270	0	0	

Performance Information: Quarter 3 April - December 2012

Finance - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012	Progress to date
M02000	Net variation to budget							• Third quarter's forecasts are being collated currently, so current performance is not known., but overall second quarter indicated an overall underspend.
M02001	Corporate revenue and capital spending plans (including MTFP) are produced and published by due date		Yes	Yes				• Detailed timetables have been published and are on track, although late information from DCLG is likely to delay the process.
M02004	Financial Accounting - Final Accounts (for previous financial year)	Yes		Yes		Yes		• External audit reported an unqualified opinion.
M02014	Treasury Management strategy produced that supports the MTFP			Yes		Yes		• TM Strategy approved by Council on 27 March 2012 (and on track for similar date for 2013).
M02022	Deliver Finance Service within the set budget		Yes	Yes				• On track to deliver to budget, but based on one-off monies - so further on-going reductions likely to be required next year.
M02050	% of quarterly outturn forecasts produced by due date		100	100		100		• Quarters 1 and 2 reporting was on target and, to date, Q3 is also on track.
M02051	% of group reporting targets met in accordance with agreed timetable		100	100		100		• Group reporting targets currently on track in accordance with agreed timetables.

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Finance	Unable to provide an effective service	John Betts (Head of Corporate Finance)	12 (R)	Ongoing monitoring of pressures on individuals; Processes are being reviewed for improvement; Workstreams deliver more effective ways of working; Service offer rations what can be delivered. <i>Note: resource constraints preclude being able to manage this risk any further.</i>

Human Resources and Organisational Development - Sue Evans

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Advisory Services (inc Health & Safety)	1,595	377	1,972	1,852	(120)	Holding vacancies against next year's savings plans.
Equalities and Diversity	325	0	325	322	(3)	
Human Resources Service Centre	1,494	0	1,494	1,498	4	
Learning & Organisational Development	995	233	1,228	992	(236)	HR Training Levy forecasting to underspend
Business Partners	496	12	508	505	(3)	
Human Resources Head of Service	285	(26)	259	283	24	Redundancy costs
Net Service Spending	5,191	596	5,787	5,452	(335)	

2012/13 Reserves Position














Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	144	(144)	335	335		
Total	144	(144)	335	335	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action				
		Target	Actual to Date	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn					
		£'000	£	£'001	2011/12 £	£	£	2013/14 £	2013/14 £					
	Savings delivered in 2011/12	304	304	304	304	304	304	304	304					
CW-CL-01	Reduction in management posts in the Interpretation and Translation Service	34	34	34	34	34	34	34	34					
CW-CL-12	Additional income generation in Equality and Diversity	0	0	0	15	0	15	15	15					
CW-WS-01	Learning & Development	79	79	79	79	79	79	79	79					
CW-WS-03	HR Advisory Service	30	30	30	100	30	100	100	100					
CW-WS-04	HR Business Partnership	0	0	0	18	0	18	18	18					
CW-WS-05	HR Transactions	51	51	51	51	51	51	51	51					
CW-WS-06	Management restructure in Workforce, Strategy and Development	2	2	2	82	2	82	82	82					
	Total	500	500	500	683	500	683	683	683					
	Target		500	500		683	683		683					
	Remaining Shortfall/(Over Achievement)		0	0		183	0		0					

I Human Resources

Performance Information: Quarter 3 April - December 2012

HR & OD - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012	Progress to date
M03000	% WCC staff agreeing that "the county Council is a good employer" as per the Corporate Staff Survey		75.5	73		73		
M03004	% of staff identifying themselves as disabled as reflected in the statutory Workforce Equalities & Diversity report in 2011/12		3	2.75		2.75		• This is not a target it is for monitoring purposes only (info from BVPI16) (Q3 data taken as at 30/11/12)
M03007	% staff believe that they have a real opportunity to develop their skills (through Corporate Staff Survey)		70	54.2		54.2		
M03008	% staff agreeing that they have the opportunity for personal development and growth (whilst at work) in the County Council (through Corporate Staff Survey)		60	46.5		46.5		
M03021	% Overall satisfaction from customer survey (internal or external)		70	58		58		• Results from Manager Customer Survey Oct 12 added - Results applicable to 'standard' 7 questions only.
M03022	Investors in people standards maintained	Yes	Yes	Yes		Yes		
M03019	% of staff satisfied with the training & development that they receive in their current job			66.6		66.6		• No target set.
M03020	% staff who believe the County Council is an equal opportunities employer		90	85.1		85		• Target cannot now be reached as survey will not be repeated within timeframe

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Human Resources and Organisational Development Business Unit Risk Register

Information Assets - Tonino Ciuffini

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	120	0	120	120	(0)	
Members Support	98		98	98	0	
ICT General Unit Charge	(507)		(507)	(507)	0	It should be noted that we are still confirming charges with services. Figures are based on our numbers, if reduced via discussions may need to draw on the ICT- Unit Charge Equalisation Account
Strategy and Programme (In future to be called Information and Innovation)	1,488	(5)	1,483	1,429	(54)	
Corporate ICT Development	1,291		1,291	1,256	(35)	
R&D Infrastructure Projects	636		636	629	(7)	Budgeted expenditure reduced in the development arena to balance overall budget
Customer and Supplier Services	236	(7)	229	233	4	
Production Services	1,025	(7)	1,018	1,021	3	
System Centre	1,180	(7)	1,173	1,194	21	Current forecast overspend will be managed within the overall ICT service
Schools and Network Team	811	(8)	803	720	(83)	Underspend relates to schools traded service, and includes £20k related to external consortium WMNET
Information Management	286	(1)	285	281	(4)	
Net Service Spending	6,664	(35)	6,629	6,474	(155)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for Use of/Transfer £'000	Reason for Request
Information Assets - Equipment reserve	171	0		171		
ICT - Unit Charge Equalisation Account	625	0		625		
Information Assets	304	(304)	155	155		
Total	1,100	(304)	155	951	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Final Outturn £'001	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	433	433	433	433	433	433	433	433	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	(3)	0	0	10	0	10	10	10	
RE-IT-04	Stopping the ICT Training initiative	50	0	0	50	0	0	50	0	No longer going to be taken
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	150	150	250	150	250	250	250	Initial changes to the arrangements already implemented in 2012/13 which have moved key staff permanent posts but service currently still in place via rota. Have therefore taken £150k savings early in 2012/13 Will review how to deliver remaining savings later this year
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	400	275	275	550	275	550	550	550	Delivered via £200k reduction in the Corporate ICT Development fund and £75k reduction in project related staffing. Have taken savings from budget so fully delivered by services must now adjust to operate within revised budget. Significant savings in 2013/14 will need to be delivered via staffing reductions.
CW-CC-05	Transformation of Corporate Governance support	10	10	10	10	10	10	10	10	
New	Printing Savings	0	22	22	0	22	50	0	50	Removed from the budget as per procurement justification
		890	890	890	1,303	890	1,303	1,303	1,303	
	Target		890	890		1,303	1,303		1,303	
	Remaining Shortfall/(Over Achievement)		0	0		413	0		0	











2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10363000	Property Systems Development	71	0	129	0	200	71	0	129	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	580	0	0	0	580	580	0	0	0	580	0	0	
10321000	Human Resource Management System - Replacement Server	8	0	0	0	8	8	0	0	0	8	0	0	
10967000	Saltisford Data Centre Improvements And Relocation	6	0	0	0	6	6	0	0	0	6	0	0	
11146000	Infrastructure E Government 2011/12	289	0	0	0	289	289	0	0	0	289	0	0	
		954	0	129	0	1,083	954	0	129	0	1,083	0	0	

Performance Information: Quarter 3 April - December 2012

Information Assets - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012	Progress to date
M04004	% of support calls resolved at the point of contact	60	63	43		42		<ul style="list-style-type: none"> Continuing issue with the falling number of operational incidents that this measure relates to and the ability to attain the target. The good news is that following the deployment of windows 7 and other changes to our infrastructure customers have fewer operational incidents but the pool we are left with are the more complicated ones and take longer to resolve. We are reviewing the way we are measuring and the validity of that measurement in light of the changing profile of incidents logged and the ability to solve at first point. We have amended the syntax in the report that is run from our service management system as there was an error and we have re-run the report for the year and amended the qtr. 1 figure. We will develop a more meaningful KPI relating to speed of resolution which reflects on all call types. It is impossible to meet targets this year but please note that Customer satisfaction is very good and is a better indicator of performance
M04006	% of support calls resolved with 8 Hours	75	80	72		73		<ul style="list-style-type: none"> As above the changing nature of the type of incidents logged and the reduction in operational incidents has impacted on our ability to meet this target. The good news is that following the deployment of windows 7 and other changes to our infrastructure customers have fewer operational incidents but the pool we are left with are the more complicated ones and take longer to resolve. We are looking at how we can make small improvements but an underlying issue is the fact that our recording system cannot take account of customers putting calls on hold or requesting visits at a later date. We will address this in next years KPIs
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	16	0		0		<ul style="list-style-type: none"> No incidents affecting all users
M04008	Unavailability of network to > 20% of users (SOCITM Level 2 KPI 15)	0	22	0		0		<ul style="list-style-type: none"> No incidents affecting >20% of users
M04013	Customer satisfaction as measured by SOCITM Customer Satisfaction Survey or use of similar question	5.42	5.5	5.3		5.3		<ul style="list-style-type: none"> This is the SOCITM result for 2012. This year has seen a small decline in the overall satisfaction score by our customers, however compared to the previous year and benchmarked against other Local Authorities of similar size we are still in the top third performing councils.
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	94.6	96	95		95		<ul style="list-style-type: none"> It does look like we will miss this by 1% but this is still an excellent figure
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)	22	0	0		0		
M04028	New arrangement agreed (July 2012) via ICT Strategy Review & Strategy Commissioning Work and implemented (December 2012)		Yes					<ul style="list-style-type: none"> Strategy has been approved by Cabinet. Have completed the three stages of Strategic Commissioning. Now working on implementation of all agreed changes. We also provided a progress report on implementation of the ICT Strategy to O&S Board in December 2012.
M04029	Formal promotion plan for staff, to increase awareness of Information Security and responsibilities, developed and implemented by May 2012		Yes	Yes				<ul style="list-style-type: none"> Approach approved at Information Systems Steering Group and underway. Poster campaigns are out. Also about to develop 60 second videos in line with Warwickshire News
M04030	Formal e-learning facility implemented for staff around Information Security awareness by September 2012		Yes	No				<ul style="list-style-type: none"> Options still being considered as part of wider Corporate e-learning approach. New estimated date March 2013, looking to utilise video approach.
M04031	Sign-off process for Information responsibility introduced by September 2012		Yes	No				<ul style="list-style-type: none"> Plan to implement in Quarter 1 2013. Revised document produced need to finalise and link to HRMS to record acknowledgement by staff.
M04032	Information Strategy reviewed and refreshed by September 2012		Yes	No				<ul style="list-style-type: none"> Draft Strategy being presented to ICT Strategy Board on the 18th December 2012
M04033	WCC strategy developed in relation to PSN and formal agreement negotiated (regionally or sub-regionally) by September 2012		Yes	Yes				<ul style="list-style-type: none"> It has been agreed that we will procure as part of a West Midlands PSN approach being led by Solihull. We will be in phase 1 with Solihull, West Midlands Police and possibly Worcestershire CC. Formal Boards now in place.
M04034	Tender documentation produced for the replacement of the Wide Area Network by March 2013		Yes	Yes				<ul style="list-style-type: none"> Partnership has initiated supplier engagement via supplier discovery days with all potential framework supplier in December. Tender documentation could still be produced for target.
M04035	PSN based replacement of lines implemented from Warwick House, Wheat Street by December 2012			No				<ul style="list-style-type: none"> Tender let and awarded. Detailed plan suggest date for final links being installed is June 2013. Confirming arrangements with Property Assets.

J Information Assets

M04036	Contract awarded in implementation of Rural Broadband facilities via BDUK project by December 2012		Yes	No				<ul style="list-style-type: none"> • Despite delays in the central Government project, the team delivering the BDUK programme are as far advanced in the process as they can be having successfully achieved all requirements thus far. The project has successfully completed the BDUK B1 assurance checkpoint with no conditions. We are now authorised to move to formal supplier engagement and to run the public consultation. We are planning to go out to tender in early 2013, with a contractor being appointed around Spring.
M04037	Supplier Design signed off in implementation of Rural Broadband facilities via BDUK project by June 2013		Yes	Yes				<ul style="list-style-type: none"> • We are planning to go out to tender in early 2013, with a contractor being appointed around Spring. We will then start on the design phase and would hope to be rolling out the infrastructure by the end of 2013, with completion due in 2015.
M04038	CSC able to take payments within PCIDSS regime		Yes	Yes		Yes		<ul style="list-style-type: none"> • The payment service was launched on the 5th November as per the revised timescale.
M04039	Full PCIDSS application submitted by March 2013		Yes	Yes				<ul style="list-style-type: none"> • Following launch of service now seeking service accreditation. Currently believe we can submit as level 2 in March. No service delivery issues as relates to accreditation.
M04040	Google Migration completed by December 2012		Yes	No		No		<ul style="list-style-type: none"> • The project is running over due to negotiations with Google to have changes and additions in contract • Current estimated end date is April 2013
M04041	Key technical and management resources provided to deliver WFRS replacement command and control system by March 2013		Yes	Yes				<ul style="list-style-type: none"> • The project is on track for an agreed go-live date for the new Control system of June 2013. The communications infrastructure is on track to go live ahead of that in December 2012. ICT staff are supporting the technical workstreams of the programme, and working actively in the partnership with Northamptonshire (as well as additional technical partnerships with Royal Berkshire, Oxfordshire and Buckinghamshire).
M04042	New facilities implemented for schools' learning platform, including Autology, by September 2012			Yes		Yes		<ul style="list-style-type: none"> • Completed - Implemented August 2012
M04026	WCC Contribution to Rural Broadband Development: Approval of the Local Broadband Plan by BDUK		Yes	Yes				
M04027	WCC Contribution to Rural Broadband Development: Completion of BDUK Procurement Phase							
M03001	% staff who are flexible workers							

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Information Assets Business Unit Risk Register

Law and Governance - Greta Needham

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Governance and Members Services	641	(2)	639	593	(46)	£36k represents an unfilled vacancy in Democratic Services.
Legal Services	(412)	(13)	(425)	(556)	(131)	The level of planned activity in this financial year is likely to be higher than initially anticipated, resulting in an increased surplus for Legal Services in 2012/13.
Insurance, Internal Audit and Risk Management	498	(3)	495	477	(18)	Unfilled vacancy in Audit team to be reviewed in light of fluctuating demand from external customers
Law and Governance Administration	0		0	(1)	(1)	
Legal Core	417		417	386	(31)	This forecast is based on an analysis of spend over 8 months. Activity over the final 4 months will depend on fluctuations in customer demand for core legal work.
Net Service Spending	1,144	(18)	1,126	899	(227)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	34	(34)	227	227		
Total	34	(34)	227	227	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	255	255	255	255	255	255	255	255	
CW-CC-05 and LG-02	Transformation of Corporate Governance support	74	76	76	131	76	131	131	131	We have over achieved this savings target by £2k due to savings made during 2011/12. The additional £55k savings will be achieved by 2013/14 .
CW-LG-03	Reduce core legal discretionary services	36	36	36	39	36	39	39	39	A comprehensive review of all Legal Services, including Core Legal, is already underway. This review will identify the actions to be taken to ensure that the core legal service is provided within budget which will in turn achieve £36k of the required savings in this financial year. The additional £3k savings will be achieved in 2013/14.
	Total	365	367	367	425	367	425	425	425	
	Target		365	365		425	425		425	
	Remaining Shortfall/(Over Achievement)		(2)	(2)		58	0		0	

K Law and Governance

Performance Information: Quarter 3 April - September 2012

Law & Governance - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012	Progress to date
M05000	The annual governance is accepted without qualification by the Council's external auditors		Yes	Yes	★	Yes	★	• Draft AGS reported to Council 25 September 2012 and subsequently signed by Leader and Chief Executive before the deadline.
M05017	% of total LBU income generated from external customers	21	15	20	★	20	★	• Q3 figures remain healthy - IPPC will continue to use legal services but others are entering alliance arrangements which may impact - so cautious estimate at this stage
M05019	% reduction in the Council's Legal Bill		5	0	▲	-1.3	▲	• Increased cost likely as a result of more safeguarding work and input to Atherstone fire. Reduced hourly rates from 1st August is helping bring back on track as will LSR improvements but may not see full impact this year. Need to review and request change to Business Plan target as appropriate
M05071	% Delivery of all deliverables in Legal Services Review Project Plan by 31 October 2012		90	80	▲	60	▲	• Timetable reviewed, updated and agreed by Project Board. New project end date of 31 March 2013 has been agreed. Focus has been working on internal service review - some progress has been made on other projects since Q2
M05072	Agreed workflow designs completed in Visualfiles by 31 May 2012		Yes	Yes	★	Yes	★	• This target relates to Priority 1 workflows which have been reviewed and added to. A dedicated resource has been identified to take forward the YPLS workflows (5 out of 8 outstanding)
M05074	% Maintained schools purchasing School Governor Development Services		85	81	●	81	●	• Law & Governance are part of a corporate initiative to market WES services to schools and increase buy-back.
M05075	Strategic Commissioning Review Report of School Governance complete by 31st March 2013		Yes	Yes	★	Yes	★	• Internal Service Review has been completed and submitted into the SCR process
M05077	CMIS Business Manager Module (report process and forward plan) implemented and operational by 31 May 2012		Yes	No	▲	Yes	★	• In place and now going through improvement stages
M05078	Overview & Scrutiny Plan implemented		Yes	Yes	★	Yes	★	• First phase implemented

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Law and Governance Business Unit Risk Register

Physical Assets - Steve Smith

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	593	0	593	500	(93)	Underspend on feasibility and consultancy budget. Partly moderated by £51k expenditure on land development scheme at Europa Way.
Construction Services	2,529	(9)	2,520	2,383	(137)	£129k of the underspend is income earned from the payback of the Salix Scheme and is moved to Reserves, the small remainder being income earned from the delivery of major projects and repairs and maintenance
Facilities Management	10,673	19	10,692	10,613	(79)	Underspend derived from income earned by traded services
Estates & Smallholdings	113	(3)	110	184	74	£49k is overspend on the Surplus Property budget which is a corporate pressure. The remainder is additional one-off costs on repair and maintenance of a smallholding.
Asset Strategy	331	(27)	304	320	16	One-off restructure costs
Programme Management & Special Projects	100	0	100	100	0	
Net Service Spending	14,339	(20)	14,319	14,100	(219)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Salix Energy Management Reserve	279	0	129	408		This reserve continues to be built up, £129k this year, in order to meet the terms of the payback of the scheme to central government
Catering Equalisation Account	375	(375)	3	3		A small surplus in the Catering trading position is required to be deposited in this equalisation fund.
Glazing inspections & remedial H&S works for smallholdings	0	0		0		
Physical Assets	120	(120)	87	87		This is the balance of the underspend across the service.
Traded Services equipment	43	(8)		35		
Total	817	(503)	219	533	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	796	796	796	796	796	796	796	796	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	13	13	13	18	13	18	18	18	On target
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	1,221	900	1,221	2,823	900	2,823	3,607	3,607	The 2012/13 actual continues to be delivered in accordance with the profile of savings expected. Properties continue to be released every month, which seek to ensure the year end target is achieved. Also taken into account are contributions to the savings target from reductions in maintenance budgets and reductions in staffing due to there being less properties to maintain.
	Total	2,030	1,709	2,030	3,637	1,709	3,637	4,421	4,421	
	Target		2,030	2,030		3,637	3,637		4,421	
	Remaining Shortfall/(Over Achievement)		321	0		1,928	0		0	

2012/13 to 2014/15 Capital Programme

Aggresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000		
Building and Construction															
10160000	Warwick, Shire Hall Refurbish/Redevelop Office Space	517	0	0	0	517	517	0	0	0	517	0	0		
10242000	Warwick Accommodation At Saltisford Phase 2	0	0	0	0	0	0	0	0	0	0	0	0		
10159000	Major Structural Works Shire Hall Complex	0	0	0	0	0	0	0	0	0	0	0	0		
10292000	Improving the customer experience in WCC buildings & DDA works 08/09	240	0	0	0	240	240	0	0	0	240	0	0		
11041000	Rationalisation Of The Council's Property	56	2,000	860	0	2,916	56	648	2,226	0	2,930	(1,352)	14		
11059000	Warwick Shire Hall - Relocation Of Warwick Library	1,759	26	0	0	1,785	1,759	26	0	0	1,785	0	0		
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	550	27	0	0	577	550	27	0	0	577	0	0		
11041003	Nuneaton Library	34	64	0	0	98	34	19	0	0	53	(45)	(45)		
10596000	Accommodation Strategy	0	0	0	0	0	0	0	0	0	0	0	0		
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratlnstn	88	3	0	0	91	88	33	0	0	121	30	30	Acquisitions of New Assets to facilitate this new facility. Funding from Project 11041000.	
10342000	Warwick, Northgate House Conversion	1,749	95	0	0	1,844	1,749	95	0	0	1,844	0	0		
10971000	Aylesford Flood Alleviation Scheme Contribution	0	925	0	0	925	0	925	0	0	925	0	0		
10972000	Planning Consent For Europa Way	1	124	0	0	125	1	51	249	0	300	(73)	175	Increase in planning application costs due to ongoing masterplanning and site promotion. The additional cost will be met from revenue contributions from within Physical Assets.	
11053000	Demolition Works - Sparrowdale Special School	206	0	0	0	206	206	18	0	0	224	18	18	Increase to reflect in year cost of demolition of site due to the additional Asbestos removal works. Project funded from future Capital Receipt.	
10537000	Nuneaton Academy Redevelopment	207	0	0	0	207	207	0	0	0	207	0	0		
11131000	Wark St Johns House Museum - Repl Activity Space	0	170	0	0	170	0	170	0	0	170	0	0		
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	750	0	0	750	0	0		
11122000	Nuneaton Academy(Ald Smith) -Redevelopment	105	7,283	1,861	247	9,496	105	7,177	1,967	247	9,496	(106)	0		
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	0	784	1,116	0	1,900	0	784	1,116	0	1,900	0	0		
Structural Maintenance															
10290000	Major Structural Maintenance - Base Programme 2008/09	(15)	0	0	0	(15)	(15)	0	0	0	(15)	0	0		
10408000	Safe Water - Base Programme 2009/10	(7)	0	0	0	(7)	(7)	0	0	0	(7)	0	0		
10487000	Safe Water - Base Programme 2010/11	(18)	0	0	0	(18)	(18)	0	0	0	(18)	0	0		
10398000	Rewiring - Base Programme 2009/10	3	0	0	0	3	3	0	0	0	3	0	0		
10496000	Removal And Treatment Of Asbestos - Base Programme 2010/11	4	0	0	0	4	4	0	0	0	4	0	0		
10401000	Non-Schools Maintenance Backlog	0	0	0	0	0	0	0	0	0	0	0	0		
10498000	Rewiring - Base Programme 2010/11	16	0	0	0	16	16	0	0	0	16	0	0		
10499000	Structural Maintenance 2010/11 (Revenue Funded)	(13)	(4)	0	0	(17)	(13)	(4)	0	0	(17)	0	0		
10502000	Fire Precautions - Base Programme 2010/11	40	(6)	0	0	34	40	(7)	0	0	33	(1)	(1)		
10501000	Boiler Replacement - Base Programme 2010/11	17	0	0	0	17	17	0	0	0	17	0	0		
10409000	Small Scale Reactive Property Maintenance - Base Programme 2009/10	0	0	0	0	0	0	0	0	0	0	0	0		
10394000	Structural, Mechanical And Electrical Maintenance & Fire Precaution - Backlog Reduction 2009/10	(7)	0	0	0	(7)	(7)	0	0	0	(7)	0	0		
10406000	Removal And Treatment Of Asbestos - Base Programme 2009/10	(3)	0	0	0	(3)	(3)	0	0	0	(3)	0	0		
10391000	Non-Schools Remedial Safe Water	(6)	0	0	0	(6)	(6)	0	0	0	(6)	0	0		
10483000	Small Scale Reactive Property Maintenance - Base Programme 2010/11	415	0	0	0	415	415	(17)	0	0	398	(17)	(17)	Realigning costs between block headers within Structural Maintenance. All works shown on this years header.	
10392000	Fire Precautions - Base Programme 2009/10	267	0	0	0	267	267	0	0	0	267	0	0		
11042000	Structural Maintenance 2011/12 - Revenue Funded	222	8	0	0	230	222	8	0	0	230	0	0		
10397000	Major Structural Maintenance - Base Programme 2009/10	1,212	0	0	0	1,212	1,212	0	0	0	1,212	0	0		
10474000	Major Structural Maintenance (Non Schools) Base Programme 2010/11	1,215	14	0	0	1,229	1,215	16	0	0	1,231	2	2		
10475000	Non-Schools Remedial Safe Water 2010/11	448	(17)	0	0	431	448	(17)	0	0	431	0	0		

11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works	314	0	0	0	314	314	84	0	0	398	84	84	Realigning costs between block headers within Structural Maintenance. All works shown on this years header.
11032000	Non-Schools Capital Asbestos And Safe Water Remedial Works	0	104	0	0	104	0	104	0	0	104	0	0	
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works	0	0	305	0	305	0	0	305	0	305	0	0	
11062000	Warwick Shire Hall - Water Hygiene Impvts(Ph 3)	139	12	0	0	151	139	0	0	0	139	(12)	(12)	
10493000	Non-Schools Maintenance Backlog 2010/11	715	0	0	0	715	715	(2)	0	0	713	(2)	(2)	Realigning costs between block headers within Structural Maintenance. All works shown on this years header.
11063000	Exhall Cedars Inf Sch - Roof Replacement	139	0	0	0	139	139	0	0	0	139	0	0	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,425	912	0	0	2,337	1,425	549	0	0	1,974	(363)	(363)	Funding moved to Project 11168000.
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	0	2,482	0	0	2,482	0	2,422	0	0	2,422	(60)	(60)	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	0	0	2,472	0	2,472	0	0	2,472	0	2,472	0	0	
11029005	Warwick Barrack St Block - Ph 2 Cathodic Protection	166	0	0	0	166	166	(1)	0	0	165	(1)	(1)	
11030000	Schools Capital Asbestos And Safe Water Remedial Works	1,237	143	0	0	1,380	1,237	143	0	0	1,380	0	0	
11034000	Schools Capital Asbestos And Safe Water Remedial Works	0	1,265	0	0	1,265	0	1,265	0	0	1,265	0	0	
11038000	Schools Capital Asbestos And Safe Water Remedial Works	0	0	1,265	0	1,265	0	0	1,265	0	1,265	0	0	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	3,144	6	0	0	3,150	3,144	0	0	0	3,144	(6)	(6)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	0	5,559	0	0	5,559	0	5,540	0	0	5,540	(19)	(19)	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	0	0	5,454	0	5,454	0	0	5,454	0	5,454	0	0	
11031003	Exhall Ash Green Sch - Boiler Repl	147	(11)	0	0	136	147	(11)	0	0	136	0	0	
11031042	Southam College - Window Repl (Block 1)	115	0	0	0	115	115	0	0	0	115	0	0	
11107000	Wark Shire Hall - Asb Rem/Repl(Basemt)	114	201	0	0	315	114	201	0	0	315	0	0	
11096000	Wark Barrack St Block - Roof Repl	185	14	0	0	199	185	12	0	0	197	(2)	(2)	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	0	305	305	0	0	0	305	305	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	0	1,265	1,265	0	0	0	1,265	1,265	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	0	2,472	2,472	0	0	0	2,472	2,472	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	0	5,454	5,454	0	0	0	5,454	5,454	0	0	
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	0	118	0	0	118	0	121	0	0	121	3	3	
11162000	Llandudno Marle Hall Oec - Boiler Repl	0	158	0	0	158	0	169	0	0	169	11	11	
11166000	Rugby Northlands Prim Sch - Boiler Repl & Htg Dist Impvts	0	174	0	0	174	0	194	0	0	194	20	20	Funding from Schools planned Block Header to cover additional spend on project after start.
11167000	Atherstone Queen Elizbth Sch - Flat Roof Repl	0	120	0	0	120	0	120	0	0	120	0	0	
11169000	Leamington The Fordsfield Centre - Major adaptations and replacement heating mains/pipework	0	250	0	0	250	0	250	0	0	250	0	0	
11168000	Warwick Shire Hall and Courts - Boiler Replacement	0	0	0	0	0	0	363	0	0	363	363	363	Funded from Block Header 11029000.
Facilities														0
10367000	Corporate & Schools Recycling Prog	103	0	0	0	103	103	0	0	0	103	0	0	
10414000	Schools Cashless Catering Provision	334	0	0	0	334	334	0	0	0	334	0	0	
10405000	CYPF Premises Small Scale Reactive Works - Base 2010/11	35	0	0	0	35	35	0	0	0	35	0	0	
10581000	Day Services Modernisation Programme 2005/2006	0	0	0	0	0	0	0	0	0	0	0	0	
10585000	AHCS Premises Small Scale Reactive Works - Base Programme 07/08	87	0	0	0	87	87	0	0	0	87	0	0	
10586000	AHCS Premises Small Scale Reactive Works - Base Programme 08/09	44	0	0	0	44	44	0	0	0	44	0	0	
10635000	AHCS Library Premises Small Works Base Programme 09/10	95	0	0	0	95	95	0	0	0	95	0	0	
10634000	AHCS Library Premises Small Works Base Programme 08/09	119	0	0	0	119	119	0	0	0	119	0	0	
10636000	Library Premises Small Works Base Programme 2010/11	78	0	0	0	78	78	0	0	0	78	0	0	
10592000	Small Scale Reactive / Minor Improvements County-Wide	0	100	318	0	418	0	180	238	0	418	80	0	
10584000	Improving The Care Home Environment For Older People	0	0	0	0	0	0	0	0	0	0	0	0	

L Physical Assets

Energy														
10410000	Climate Change 2007/08	229	193	5	0	427	229	193	5	0	427	0	0	
10410002	Kingsbury Water Park - New Biomass Fuel Heating System	1	7	0	0	8	1	7	0	0	8	0	0	
10400000	Climate Change 2009/10	163	68	114	100	445	163	20	162	100	445	(48)	0	
11135000	Various Properties - Reducing Energy	0	0	500	1,750	2,250	0	0	500	1,750	2,250	0	0	
11136000	Various Properties - Renewable Energy	0	1,000	2,400	2,500	5,900	0	450	2,950	2,500	5,900	(550)	0	
Smallholdings														
10983000	Rural Services Capital Maintenance 2011/12	20	0	0	0	20	20	0	0	0	20	0	0	
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	307	0	0	0	307	307	6	0	0	313	6	6	
11022000	Rural Services Capital Maintenance 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	
11023000	Rural Services Capital Maintenance 2013/14	0	0	0	0	0	0	0	0	0	0	0	0	
10305000	Rural Estates Dairy Units	22	0	0	0	22	22	0	0	0	22	0	0	
11024000	Dunkleys Farm, Dunchurch	0	0	0	0	0	0	0	0	0	0	0	0	
11025000	Hurley, Poplars Farm	147	0	0	0	147	147	0	0	0	147	0	0	Actuals reduced as full costs have been recorded on alternative Capital Code.
11026000	Tysoe, Herberts Farm Cottage - Thatch Roof	26	0	0	0	26	26	0	0	0	26	0	0	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	0	292	0	0	292	0	292	0	0	292	0	0	
11138000	Smallholdings - Decent Homes Standard 2012	0	508	0	0	508	0	508	0	0	508	0	0	
11139000	Rural Services Capital Maintenance 2012/13	0	942	0	0	942	0	936	0	0	936	(6)	(6)	
11140000	Rural Services Capital Maintenance 2013/14	0	0	772	0	772	0	0	772	0	772	0	0	
11141000	Rural Services Capital Maintenance 2014/15	0	0	0	772	772	0	0	0	772	772	0	0	
		18,952	26,863	17,442	14,865	78,122	18,952	24,817	19,681	14,865	78,314	(2,046)	192	

Performance Information: Quarter 3 April - December 2012

Physical Assets - Member Level Report Card							
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012
M06000	% of our retained operational property portfolio having optimum utilisation	83	90	90	★	86	●
M06019	Value of savings equating to a 30% (£4,376k) reduction in the cost of non-school property by 2013/14 (£k)		1221	1221	★		
M06022	Capital receipts target (£m)		5.75	4.55	▲	0.93	▲
M06023	Delivering a viable solution for Old Shire Hall and Corporate Catering	Yes	Yes	Yes	★		
M06024	Delivering a viable solution for Fire Headquarters replacement	Yes	Yes	Yes	★		

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Physical Assets Business Unit Risk Register

Service Improvement and Change Management - Phil Evans

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance & Planning	809	(3)	806	762	(44)	Higher than expected income levels in current year for Business Improvement, and partial year impact of temporarily vacant posts.
Observatory	428	(2)	426	433	7	
Service Improvement and Change Management Admin	142		142	140	(2)	
Development and Support	774	(41)	733	558	(175)	Partial year effect of vacant Development Officer and Administration Officer Posts, 2013-2014 Savings target realised early, one-off payment for specific project work, and £72k Resources Development Fund previously ear-marked for expenditure in 2012-13 now looks likely not to be spent until early 2012-13 (which will be subject to a carry-forward request at year-end).
Corporate Programme Management Office	245	-	245	244	(1)	
Commercial Enterprise	92	72	164	164	-	
Net Service Spending	2,490	26	2,516	2,301	(215)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	50	(50)	215	215		
Total	50	(50)	215	215	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	213	213	213	213	213	213	213	213	Realisation of next years saving in advance.
CW-CL-14	Reduction in support services	15	30	15	32	15	32	32	32	
PPU-02	Generating income through charging for consultation activities	35	0	35	65	0	65	65	65	
	Total	263	243	263	310	228	310	310	310	
	Target		263	263		310	310		310	
	Remaining Shortfall/(Over Achievement)		20	0		82	0		0	

M Service Improvement

Performance Information: Quarter 3 April - December 2012

SICM - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012	Period Alert 31/12/2012	Progress to date
M07043	Going for Growth' is encapsulated into the Council's Planning Framework by February 2013		Yes	Yes	★	Yes	★	• The arrangements for the 2013/14 strategic planning approach has been agreed by Corporate Board on the 21st November together with proposals to develop the organisational plan for 2014+. Going for Growth is a key part of these arrangements
M07044	Benefits Realisation: % of full business cases that have articulated measureable benefits		100	100	★	75	▲	9 Business Cases: 3rd Qtr - E&D, T&H x 2, F&R, IT 4th Qtr - F&R x 2, Performance Mgmt (SI&CM), Localities/Partnerships (IT benefits expected to be articulated, but as at end Nov 12 have not had them)
M07045	Corporate Frameworks Review: New arrangements for each corporate Framework are implemented		Yes	Yes	★			• A Corporate Frameworks Programme Board has been established to oversee the review of 19 Corporate Frameworks for which the Resources Group are responsible. The reviews will deliver fit for purpose Corporate Frameworks to underpin the work of the Organisation. A prioritised schedule of review has been agreed and lead officers nominated. Scoping documents are produced for each review and delivery is monitored by the Programme Board on a monthly basis.
M07046	Corporate Enterprise post created		Yes	Yes	★	Yes	★	• Craig Cusack commenced in post
M07047	Progress against plan is achieved		Yes	Yes	★			• Options paper for reshaping and relaunching the Warwickshire Observatory Board being developed and to be agreed.
M07041	% Increase in satisfaction with service provision			5				• CPMO are focusing on outcomes that meet customer need and are influencing service developments to improve access, e.g. Digital by Default
M07042	Number of Service Reviews delivering full business case to schedule			9		5		9 Business Cases: 3rd Qtr - E&D, T&H x 2, F&R, IT 4th Qtr - F&R x 2, Performance Mgmt (SI&CM), Localities/Partnerships

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Service Improvement and Change Management Business Unit Risk Register

Sustainable Communities - Louise Wall

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Sustainable Communities Management	224	0	224	223	(1)	
Waste Management	18,182	(2)	18,180	17,573	(607)	Reduced tonnages have resulted in savings throughout the year on landfill although some of this has been offset by higher composting costs. Other initiatives implemented have also shown savings, such as Street Sweepings and alternate weekly collections in North of County. Will be requesting a carry forward in the region of £200,000: campaign to support the outcome of the waste composition analysis and preparing closed landfill sites for growing biofuel.
Rural Services	369	(1)	368	362	(6)	
Country Parks	203	(2)	201	219	18	Weather has meant reduced footfall throughout the year which has affected income levels. Barring any severe winter weather/ flooding, it is hoped that remedial repair work over the winter is kept to a minimum and the any overspend remains low.
Forestry	116	(1)	115	163	48	Problems with recruiting staff with relevant qualifications has meant delay in work being completed. Last 3 months of year is traditionally bigger earner - hope to make up deficit by end of year.
Gypsy & Traveller Services	7		7	(22)	(29)	Good levels of rental income and income from working arrangements with other authorities.
HS2	100		100	100	0	
Regeneration Projects & Funding	1,381	393	1,774	1,725	(49)	Salary savings in Regeneration
LEP Delivery Team	1,779	579	2,358	2,290	(68)	Short term salary savings
Service Transformation	21		21	20	(1)	
Asset Management	(358)		(358)	(428)	(70)	Increased income - good level of occupancy following marketing initiatives throughout the year.
Education Business Partnership	57		57	57	-	
Planning & Development Group	555	(3)	552	508	(44)	Short term salary savings and low level of increased income. May wish to have a carry forward to negate the effect of income inflation - approximately £12k
Net Service Spending	22,636	963	23,599	22,790	(809)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General	2,028	(2,027)	809	810		
Business Centres, including Building Maintenance Liabilities	300	(10)		290	(23)	Urgent repair work to flooring at SFWBC has been paid for from revenue budget £22,610
Household Recycling Contract	0			0		
Development Group Realignment	200	(100)		100		
Growing Places Fund	946	(946)		0		
Total	3,474	(3,083)	809	1,200	(23)	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	801	985	985	801	985	985	801	985	
EE-ER-01 and 02	Rationalisation of Household Waste Recycling Centres (HWRCs) and Services	1,549	1,098	1,549	2,637	1,098	2,637	2,637	2,637	Actions are being implemented to deliver the savings and no further mitigating actions are required. Savings delivery is on target. Based on previous year's trends this is believed to be sustainable. It will need to be carefully monitored in the long term. Income is down on last year's figures due to the weather but we are still within the targets set for 2012/13
EE-ER-03 and 04	Rural Services : Review of rents and income generation	10	8	10	15	8	15	15	15	
EE-SC-01	Development of a new Local Enterprise Partnership	363	363	363	435	363	435	435	435	
EE-SC-02	Increase income from business property.	11	11	11	11	11	11	11	11	
EE-SC-03	Reduce costs and increase income from gypsy and	20	20	20	25	20	25	25	25	
EE-SC-04	Removal of County Planner post	0	0	0	51	0	51	51	51	
EE-SC-05	Education Business Partnership - agree exit strategy	0	0	0	50	0	50	50	50	
Total		2,754	2,485	2,938	4,025	2,485	4,209	4,025	4,209	
Target			2,754	2,754		4,025	4,025		4,025	
Remaining Shortfall/(Over Achievement)			269	(184)		1,540	(184)		(184)	

2012/13 to 2014/15 Capital Programme

Aggresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000		
Economic Development															
10081000	Building Sustainable Neighbourhoods	2,307	0	0	0	2,307	2,307	0	0	0	2,307	0	0		
10202000	Masterplanning & Feasibility Small Scale Imps	0	0	80	0	80	0	0	80	0	80	0	0		
11027000	Low Carbon Grants Coventry And Nuneaton	0	0	0	0	0	0	0	0	0	0	0	0		
10503000	Deprived Communities Environmental Improvements	13	0	0	0	13	13	0	0	0	13	0	0		
10154000	Centenary Business Centre Phase 3	0	0	0	0	0	0	0	0	0	0	0	0		
10908000	Camp Hill Opps Centre Unit 10/1B Refurb	0	0	0	0	0	0	0	0	0	0	0	0		
11005000	Centenary Business Centre - Toilet Facilities	26	0	0	0	26	26	0	0	0	26	0	0		
11006000	Sir Frank Whittle Business Centre - Heating	35	0	0	0	35	35	0	0	0	35	0	0		
10086000	Optima Centre, Nuneaton	7,638	56	0	0	7,694	7,638	0	56	0	7,694	(56)	0		
	Nuneaton and Bedworth Town Centre - Queens Road														
10258000	West Improvements	586	0	54	0	640	586	0	54	0	640	0	0		
11208000	Rural Growth Network					0	0	0	250	0	250	0	250	New grant from Defra to fund Rural Growth Network.	
Countryside															
10260000	Leam. To Rugby Disused Rlwy Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0		
10271000	Countryside Mance - Base Programme 2009/10	177	0	0	0	177	177	0	0	0	177	0	0		
10376000	Pooley Country Park Regeneration	325	4	0	0	329	325	4	0	0	329	0	0		
10282000	Countryside Mance - Base Programme 2010/11	100	103	0	0	203	100	126	0	0	226	23	23	Planned Revenue Contribution from 2011/12 carry forward as a part contribution to finance works at Hartshill Hayes.	
10983000	Countryside Mance - Base Programme 2011/12	0	50	0	0	50	0	50	0	0	50	0	0		
11022000	Countryside Mance - Base Programme 2012/13	0	369	170	0	539	0	369	170	0	539	0	0		
11023000	Countryside Mance - Base Programme 2013/14	0	0	120	0	120	0	0	120	0	120	0	0		
11120000	Rural Services Capital Maintenance 2014/15	0	0	0	120	120	0	0	0	120	120	0	0		
10386000	Refurbishment Of Griff Gypsy & Traveller 'Settled' Site	566	166	0	0	732	566	166	0	0	732	0	0		
10318000	Kenilworth Connect 2		274	0	0	274	0	364	0	0	364	90	90	Transferred from Transport. Earlier Years figure of £608k is shown on Transport appendices. The £90,000 increase is to be met from external funding.	
Other															
11007000	Hartshill Sports Pavilion, S106 Contribution	6	64	0	0	70	6	64	0	0	70	0	0		
10185000	E-Planning - New Computer System	22	0	0	0	22	22	0	0	0	22	0	0		
10105000	Minor Works 2004/05	0	1	0	0	1	0	2	0	0	2	1	1		
11121000	Development of Rural Broadband	0	210	1,191	2,096	3,497	0	210	1,191	2,096	3,497	0	0		

N Sustainable Communities

11155000	Growing Places Fund	0	1,510	8,530	1,807	11,847	0	0	0	0	0	(1,510)	(11,847)	The Council will be transferring the accountable body responsibility for Growing Places to Coventry City Council (CCC), following the provisional award of £24m from the Regional Growth Fund to Coventry and Warwickshire Local Enterprise Partnership (CWLEP) and agreement between the partners that there should be a single accountable body for both programmes as well as an existing European Regional Development Fund (ERDF) capital grant fund managed by CCC. This move will support the strategic alignment of funding and simplify the application, appraisal & contracting process for businesses.
11172000	LPSA2 Affordable Housing	0	2,319	0	0	2,319	0	2,319	0	0	2,319	0	0	
Waste Management														
10454000	Lower House Farm Waste Facility	2,205	5,315	0	0	7,520	2,205	5,315	0	0	7,520	0	0	
10181000	Nuneaton Household Waste & Recycling Centre	594	0	0	0	594	594	0	0	0	594	0	0	
10250000	Household Waste Recycling Centres Site Maintenance	792	34	0	0	826	792	34	0	0	826	0	0	
10207000	Waste Strategy - Waste Treatment & Transfer Facility	0	475	615	0	1,090	0	196	973	0	1,169	(279)	79	Planned Revenue Contribution from 2011/12 carry forward to purchase Scania Hook lift
11081000	Waste Infrastructure Support for District Councils	910	0	335	0	1,245	910	0	335	0	1,245	0	0	
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	0	28	0	65	(28)	0	
10224000	Waste Strategy Implementation - District Support	0	4	0	0	4	0	4	0	0	4	0	0	
10381000	Waste Capital Infrastructure Grant	120	174	26	0	320	120	164	36	0	320	(10)	0	
11117000	HWRC Maintenance 2012/13	0	70	0	0	70	0	70	0	0	70	0	0	
11118000	HWRC Maintenance 2013/14	0	0	70	0	70	0	0	70	0	70	0	0	
11119000	HWRC Maintenance 2014/15	0	0	0	70	70	0	0	0	70	70	0	0	
		16,532	11,226	11,218	4,093	43,069	16,532	9,457	3,390	2,286	31,665	(1,769)	(11,404)	


Performance Information: Quarter 3 April - December 2012

Sustainable Communities BUP							
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Value 31/12/2012	Progress to date
M15001	Number of individuals undertaking Apprenticeships in the Sub-Region	6590	5800	8340	★		• Indicator Commentary 2011/12 Full year (provisional)
M15002	The number employed in key target growth sectors of the sub-regional economy	139200	143000	140410	●		• Indicator Commentary Latest data from 2011 - will not be updated again until next year so this is year end actual. Although the target will not be achieved this still represents an improvement on the previous year which is creditable given the ongoing business climate
M15003	Businesses reporting skills shortages - survey		33	36.2	●		• Indicator Commentary The information provided by Jobcentre Plus suggests that employers are complaining more about a lack of relevant experience rather than a lack of qualifications. WCC are continuing to work with key partners and stakeholders to address this issue and are expanding the range of vocational training opportunities on offer.
M15004	% of businesses who feel that C&W is a good place to do business - survey		76				• Indicator Commentary Required data is not available to us
M15005	Occupancy rates at WCC Business Centres	78	85	85	★	85	• Indicator Commentary Lift in occupancy in Q3 indicates target will be met
M15018	Number of jobs created within Warwickshire			10849			• Indicator Commentary Gross new jobs created in 2012. Indicator only - non-targeted measure
M15019	Number of jobs created within the CWLEP area			14710			• Indicator Commentary Gross new jobs created in 2012. Indicator only, non-targeted measure
M15020	% of businesses (located in Warwickshire) who think the area is either an "excellent" or "good" place to do business						• Indicator Commentary Required data is not available to us
M15021	% of job vacancies within Warwickshire that are "hard to fill" (i.e. have not been filled after 8 weeks)		8	6	★	4.94	• Indicator Commentary Latest actual data is from November 2012

N Sustainable Communities

M15022	% of businesses (located in Warwickshire) who state that they are struggling to recruit due to skill shortages						Indicator Commentary Required data is not available to us
M15027	The number of individuals undertaking Apprenticeships in Warwickshire		3200	4580			Indicator Commentary 2011/12 Full year (provisional)
M15028	The number employed in key target growth sectors of the Warwickshire economy		96000	95395			Indicator Commentary Latest available data from 2011. The year end forecast is very close to target which, given the current economic climate, is a very good performance.
M15006	Total of all planning applications processed within target - %	71.2	70	55			Indicator Commentary Quarter 3 has seen a slow down in the number of planning applications that have been received. Without a significant increase in application numbers in quarter 4 it will therefore be difficult to reach the 70% target. Achieving the target will be further hampered by a significant number of applications that will be determined within this performance year, but that have as yet remained undetermined because they are subject to legal agreements.
M15007	Highway Authority Applications responded to within the target of 21 days	85.6	80	80			Indicator Commentary This measure is on track to be achieved.
M15008	% of planning applications where chargeable pre-application advice was given	15.2	15	10			Indicator Commentary Quarter 3 has not seen any pre-application advice given. It is anticipated that there may be a couple of cases in quarter 4, but this will mean that our target will not be achieved, unless more requests are received in the last quarter.
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	98	90	95			
M15023	Total number of planning applications received						Indicator Commentary Indicator only
M15024	Total number of cases where pre-application advice was given						Indicator Commentary Indicator only
M15025	Total number of Highway Authority consultations received						Indicator Commentary Indicator only
M15026	Number of learners supported by the Camp Hill Opportunities Centre		154	154		75	Indicator Commentary Our retention rate of students has increased therefore we have only had 7 x new starts this Quarter. We have new courses starting in January for Warwickshire Youth Justice Service, Construction Employment Unit and Higham Lane School therefore our new starts will increase bringing us back to our forecasted results.
M15000	Kg Residual household waste per household		485	488			Indicator Commentary Expected to end the year very close to target. Year end forecast represents an improvement of 10% on the previous year.
M15010	% Household waste re-used, recycled & composted		54.72	52.2			Indicator Commentary Small dip in recycling rates expected due to not as much green waste being produced during the winter period. Although likely to miss target, the year end forecast represents an improvement of 7% on 2011/12
M15011	The proportion of Municipal waste landfilled (%)		34.03	32.7			Indicator Commentary Expected to be on target, current contract commitments prevent further improvements at reducing the percentage of waste landfilled.
M15012	% of household waste that has been used to recover heat, power and other energy sources		17.27	15.5			Indicator Commentary Current commitments to Landfill contracts prevent more waste being sent to Energy From Waste. The year end forecast still represents an improvement on the previous year's actual despite missing the previously declared target.
M15013	% recycling and composting performance at Household Waste recycling Centres		67.97	67.5			Indicator Commentary Expected to be very close to target, rate will drop over winter period due to less green waste and recyclables at the HWRCs
M15014	Country Parks Income (£000s)	740.68	700	680			Indicator Commentary Poor summer weather and recent flooding events has suppressed overall visitor numbers and hence income.
M15015	Country Parks - visitor numbers (000s)	763.78	730	690			Indicator Commentary Poor summer weather and recent flooding events has suppressed overall visitor numbers.
M15016	Forestry - % if dangerous trees (category 1) made safe within 2 days	100	95	95			

N Sustainable Communities

M15017	Country Parks - Service Delivery	4	5	5			Indicator Commentary One site has been transferred to the Warwickshire Wildlife Trust and no longer requires a WCC management plan to be raised
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Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Sustainable Communities Business Unit Risk Register

Localities and Community Safety - Mark Ryder

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	Reason for Variation and Management Action
Locality Working	2,187		2,187	2,122	(46)	Underspend in final year of LINK contract. Small underspends in Localities group due to staff vacancies and early delivery of MTFP savings. A carry forward request will be made at outturn to support potential additional costs relating to the transition to Healthwatch.
Community Safety	999		999	1,019	20	Overspend on Domestic Abuse service due to new contract and associated initial costs.
Drug and Alcohol Action Team	337		337	180	(156)	New services in developmental stages. It should be noted that the underspend is proportionally small (3.2%) relative to gross budget and that the final underspend may alter as a result of changes in take up and completion rates of residential rehabilitation. A request to transfer any underspend to the pooled DAAT reserve will be made at outturn.
Youth Justice Service	1,647	(230)	1,417	1,359	(58)	Vacancies and delay in recruitment, which may be needed to offset the redundancy costs of 4 temporary posts. Also, changes in policing practice has led to a reduction in restorative justice hours through part of this year, together with a reduction in cases requiring alternative to custody packages.
Partnerships (Including Partnerships And Locality Working Management)	608		608	608	(0)	
Heritage and Culture - Museums & Natural Environment	476		476	454	(22)	Early delivery of MTFP savings.
Heritage and Culture - Archives & Historic Environment	407		407	417	10	Small overspend on County Records Office.
Heritage and Culture - Communities, Economy, & Learning	349		349	388	40	Overspend on Archaeology Projects, and transitional costs associated with transformation workstreams.
Heritage and Culture - Heritage & Cultural Services Manager	410		410	296	(114)	Delay in delivering transformation projects due prioritisation of Strategic Commissioning Review and resubmission of Heritage Lottery Fund bid. A carry forward request will be made at outturn to allow for delivery of these projects in 2013/14.
Trading Standards	1,445		1,445	1,379	(66)	Early delivery of MTFP savings across service and increased income from Calibration function
Emergency & Flood Risk Management	557		557	422	(135)	Early delivery of MTFP savings and lower than estimated spend on emergency centre (Emergency Management). Delays in finalising approach to flood management and delivery of schemes, A carry forward request for this will be made at outturn to allow for delivery of Flood Risk Management work in 2013/14.
Localities & Community Safety Management	361	(27)	334	253	(80)	Uncommitted Safer Stronger Communities Funding to be transferred to Community Safety Reserve for (unfunded) future statutory reviews e.g Domestic Homicide.
Communities Resources	971	(12)	959	956	(3)	
Priority Families	0	(500)	(500)	(787)	(287)	The funding received in 2012/13 is to fund all three years of the Priorities Families Initiative. The timetable for implementing the project has been refined and a further carry forward request will be made at outturn to allow for delivery of this projects in 2013/14 & 2014/15.
Net Service Spending	10,754	(769)	9,985	9,065	(900)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General*	1,815	(1,665)	348	498		
DAAT Ring-fenced Reserves	171	(119)	156	209		
PPU Reserve*	11	(11)		(0)		
Museum Development Fund	229	0	2	231		
Museum Ethnographic Fund	18	0		18		
Records Purchase Fund	19	0		19		
Records Donations Fund	52	0	1	53		
Family Intervention Project	0	769		769		
Trading Standards	0	20	26	46		
Proceeds of Crime	0	11		11		
Community Safety Statutory Reviews	0	11	80	91	80	New requirement to contribute to cost of Domestic Homicide Reviews. Numbers unknown and unpredictable therefore prudent to have re
Secure Remand Reserve	0	90		90		
Priority Families Initiative	0	500	287	787		
Total	2,315	(393)	900	2,823	80	

General* - Adjusted for £70,000 transfer to Public Health Reserve

PPU Reserve* - shown as Communities Group Savings in Outturn Report

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target	Actual to Date	Forecast Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	495	495	495	495	495	495	495	495	
CW-CL-01	Restructure Community Safety and Localities management and teams	37	37	37	117	117	117	117	117	
CW-CL-08	Reconfiguration of Locality arrangements	0	0	0	150	0	150	150	150	
CW-CL-07	Anti-Social Behaviour Police Community Support Officers	77	77	77	77	77	77	77	77	
CW-CL-10	DAAT Commissioning	34	34	34	34	34	34	34	34	
CW-CL-13	Reshaping the approach to the Voluntary & Community Sector & Community Grants	278	278	278	278	278	278	278	278	
EE-ER-05	Savings in staffing in customers and communications	6	6	6	19	6	19	19	19	
EE-HC-04	County Records Office On-Line development	10	10	10	10	10	10	10	10	
EE-HC-05	Transformation of Heritage and Cultural Services	35	35	35	216	180	216	216	216	
EE-TS-01	Develop a sub-regional Emergency Management function	15	15	15	57	53	57	57	57	
EE-TS-02 to 04	Reduce Trading Standards pro-active work, front-line enforcement and support for vulnerable consumers.	125	125	125	247	178	247	247	247	
EE-TS-05	Reduce Trading Standards support service and management	74	74	74	87	74	87	87	87	
Total		1,186	1,186	1,186	1,787	1,502	1,787	1,787	1,787	
Target			1,186	1,186		1,787	1,787		1,787	
Remaining Shortfall/(Over Achievement)			0	0		285	0		0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10623000	County Records Office Service - Digital Asset	26	10	14	0	50	26	10	14	0	50	0	0	
10628000	Public Art Programme 2003/04	74	0	0	0	74	74	0	0	0	74	0	0	
10632000	Public Art Programme 2005/06	0	0	0	0	0	0	0	0	0	0	0	0	
10646000	Substance Misuse Grant	221	0	0	0	221	221	0	0	0	221	0	0	
10917000	Safer and stronger communities 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10936000	St Johns museum - improving customer exp- under 5s	0	0	0	0	0	0	0	0	0	0	0	0	
10937000	St.Johns - outdoor spaces - improv. cust. exp.	33	18	0	0	51	33	18	0	0	51	0	0	
10963000	LPSA 2 Local Information System	0	0	0	0	0	0	0	0	0	0	0	0	
10974000	Minor Works 2006/07	0	0	0	0	0	0	0	0	0	0	0	0	
11185000	George Eliot Hospital SARC	0	400	0	0	400	0	400	0	0	400	0	0	
Total		354	428	14	0	796	354	428	14	0	796	0	0	

Performance Information: Quarter 3 April - December 2012

Localities & Community Safety: All Measures							
Ref	Measure	2011/12 Year End Actual	2012/13 Target	Year End Forecast 31/12/201 2	Year End Alert	Period Actual 31/12/2012	Comments
M13001	Incidence of serious acquisitive crimes per 1,000 population	12.8	12.79	11.71	★		
M13002	Incidence of serious violent crimes per 1,000 population	5.38	5.37	4.65	★		
M13003	Incidence of anti-social behaviour (number)	21725	21724	20061	★		
M13004	Rate of alcohol related hospital admissions per 100,000 population		1680	1680	★		<ul style="list-style-type: none"> Indicator Commentary <p>Time delay with this indicator as the data is provided to us by the North West Public Health Observatory. The year end figure for 2011/12 is now available. There were 1,681 admissions per 100,000 residents in 2011/12, a 1% reduction compared to the previous year. This was the first reduction in the rate of admissions since current recording mechanisms began 10 years ago and exceeded the target to slow the rate of increase to no more than 1,779 admissions per 100,000 residents. A 2012/13 target to reduce the rate of admissions to no more than 1,680 per 100,000 residents was agreed by the Drugs and Alcohol Management Group on the 17th October.</p>
M13005	Adult drug users successfully exiting treatment (%)		20	15	▲		<ul style="list-style-type: none"> Indicator Commentary <p>Time delay with this indicator as the data is provided to us by the National Treatment Agency. The Recovery Partnership (treatment provider) have undertaken a significant exercise to ensure the accuracy of all treatment data. All data, back to the start of the contract in December 2011, should have been accurate by the end of the summer. Interventions designed to increase successful completions and reduce re-presentations were also put in place during Q2, and it is hoped that this activity will start to be reflected in the performance data by the end of Q3.</p>
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)		80	80	★		<ul style="list-style-type: none"> Indicator Commentary <p>Annual Measure - contract year for the treatment service runs from 1st Dec - 30th Nov, so full year figure should be available at the end of qtr 3 (January)</p>
M13007	% Community Safety action plan interventions completed	80	80	80	★		<ul style="list-style-type: none"> Indicator Commentary <p>Annual Measure - Community Safety Agreement and action plan approved and being implemented</p>
M13008	% actions in Violence Against Women & Girls Action Plan achieved	75	75	75	★		<ul style="list-style-type: none"> Indicator Commentary <p>Annual Measure - VAWG strategy in development, currently establishing mechanisms to oversee delivery of implementation plan outcomes.</p>
M13009	First time entrants to the youth justice system	248	247	247	★		<ul style="list-style-type: none"> Indicator Commentary <p>Based on trend data we expect to meet the year's target</p>
M13010	% actions in the Child Poverty Action Plan achieved	38					<ul style="list-style-type: none"> Indicator Commentary <p>Due to national and local developments the Child Poverty Strategy is currently being refreshed and whilst there is activity tackling child poverty it is not possible to quantify numerically as required by the measure.</p>
M13011	Rate of proven re-offending by young offenders	0.7	0.69	0.69	★		<ul style="list-style-type: none"> Indicator Commentary <p>Based on trend data we expect to meet the year's target</p>
M13021	Total number of households in No Rogue Trader Zones	8278		8584			<ul style="list-style-type: none"> Indicator Commentary <p>Year end actual will be at least the level recorded at the end of quarter 2</p>
M13030	% of businesses giving positive response to satisfaction surveys			99			<ul style="list-style-type: none"> Indicator Commentary <p>We remain hopeful that the year end final figure will be retained at the level recorded at the end of quarter 2</p>
M13032	Number of households and business premises no longer in significant local flood risk areas		300				<ul style="list-style-type: none"> Indicator Commentary <p>At this point in time it isn't possible to give a meaningful estimate of the likely year end position. The flood risk manager post was vacant through the summer and since taking up the post the new manager has been heavily occupied with the recent flooding events. The original target set was unrealistic and a more appropriate target will be determined. Our flood risk manager is currently preparing a mission statement which will determine our desired objectives and outcomes and establish suitable measures going forward into 2013/14.</p>

O Localities

M13024	Number of interactions with school aged children	30973	28000	28000	★		<ul style="list-style-type: none"> Indicator Commentary Stats from key arts clients are only collected at year end but indications are that we are on target to achieve our objectives
M13000	% of people who feel they can influence decisions in their local area	33.9					<ul style="list-style-type: none"> Indicator Commentary Survey will not be undertaken this year. The next survey is planned to take place in 2013/14 (Observatory)
M13025	% satisfaction rate relating to community forums		80	80	★		<ul style="list-style-type: none"> Indicator Commentary Survey planned for March 2013
M13026	% actions in locality plans achieved		80				<ul style="list-style-type: none"> Indicator Commentary Not reported - covered by M13027
M13027	% actions agreed at Community Forums completed or on track		70	80	★	90	
M13028	% County residents volunteering once a month		28				<ul style="list-style-type: none"> Indicator Commentary Measure results are obtained from a survey - this will not take place this year. Next survey is planned for 2013/14 (Observatory)
M14000	Transfer of Public Health Function	Yes	Yes	Yes	★		
M14003	Successful establishment & operation of the Health & Wellbeing Board		Yes	Yes	★		
M14004	Establishment of Local Healthwatch Function		Yes	Yes	★		
M14005	% Delivery of the County Council's new & continuing duties to improve public health		100				<ul style="list-style-type: none"> Indicator Commentary Applicable from April 2013
M14006	% of WCC services committing to deliver the public health agenda through their service priorities where able to do so		100				<ul style="list-style-type: none"> Indicator Commentary This is not really applicable until 2013/14

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Localities and Community Safety Business Unit Risk Register

Transport and Highways - Graeme Fitton

2012/13 Revenue Budget

Service	Agreed Budget £'000	Other Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Highways Management	620	(1)	619	619	0	
Road Safety and Traffic Projects	1,002	(6)	996	1,033	37	This variance is comprised of; A £60,000 increase to fund capital Speed Camera equipment maintenance and replacement and to undertake speed surveys on potential mobile / community concern sites. These are both funded by the request to draw down money from the Speed Awareness Workshop Reserve, below. The remaining £23,000 underspend relates to minor variances in Traffic Projects and Road Safety.
HTI & Transport Planning	1,187	(1)	1,186	1,050	(136)	This variance relates to a number of minor underspends and overspends within HTI and Transport Planning.
Civil Parking Enforcement	(872)	0	(872)	(341)	531	Based on an analysis of the second quarter of 12-13 it is forecast that the target surplus from CPE will not be met. Regular monitoring of the CPE budget is in place with District and Borough Councils and the performance of the cost centre will be closely monitored. It should be noted that on street parking charges in Leamington were reduced substantially on 1st June, which has led to a reduction in income. The forecast shortfall in income has increased since Quarter 1, based on the most recent estimates from the District and Borough Councils.
Stratford Park & Ride	136	0	136	59	(77)	A £77,000 rebate of business rates has led to an underspend on this budget. If the overall budget position for Transport & Highways permits at the year end it will be proposed that this windfall be used to pay off part of the self financed prudential borrowing for the scheme.
Network Performance	(61)	(1)	(62)	(457)	(395)	A significant surplus of income from fines levied on public utilities is forecast.
County Highways	15,110	(8)	15,102	15,102	0	
Countryside Access	298	(1)	297	297	0	
Design Services	407	(7)	400	400	0	
Design Services General Functions	230	0	230	230	0	
Bridge Maintenance	723	0	723	723	0	
County Fleet Maintenance	(247)	0	(247)	(247)	0	
Transport Operations	2,353	(5)	2,348	2,325	(23)	This relates to a minor forecast underspend on Fleet Management.
Concessionary Travel	7,368	(1)	7,367	7,107	(260)	This underspend is caused by a reduction in the level of reimbursement to the bus operators, in part due to the poor Summer along with a lower than expected take up of bus pass renewals.
Pensions costs	0	0	0	0	0	
Net Service Spending	28,254	(31)	28,223	27,900	(323)	

General Comments on Forecast Outturn

It is planned to use the overall underspend to repay self-financed borrowing and therefore reduce the future debt charges to Transport and Highways. This will be confirmed at outturn once the final position is known.

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General	898	(898)	100	100		
Road Safety Grant	0	0		0		
Speed Workshops	1,345	(164)	(60)	1,121	(60)	£50,000 of this draw-down will fund Speed Camera equipment maintenance and replacement with the remaining £10,000 being spent on undertaking speed surveys on potential mobile / community concern sites.
Kenilworth Station	218	(30)		188		
County Fleet Management	231	(20)	23	234		
Design Services	119	(115)		4		
Bus Contract Delays	0	0		0		
Recharges to Peoples Group	279	(279)		0		
Concessionary Travel	150	(150)	260	260		
Total	3,240	(1,656)	323	1,907	(60)	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	3,181	3,181	3,181	3,181	3,181	3,181	3,181	3,181	
EE-TW-01	Stop all bespoke community transport other than flexi bus	84	84	84	84	84	84	84	84	
EE-TW-03	Stop all survey work to collect traffic data	188	188	188	188	188	188	188	188	
EE-TW-08	Street Light switch-off / trimming	0	0	0	500	0	500	500	500	
EE-TW-10 & 15	Scaling back of Countryside Access activities	175	175	175	175	175	175	175	175	
EE-TW-13	Stratford Park and Ride	20	20	20	40	20	20	40	40	
EE-TW-14	Term maintenance contract savings	0	0	0	600	0	600	600	600	
	Total	3,648	3,648	3,648	4,768	3,648	4,748	4,768	4,768	
	Target		3,648	3,648		4,768	4,768		4,768	
	Remaining Shortfall/(Over Achievement)		0	0		1,120	20		0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
Major Projects														
10144000	A429 Barford By-Pass	10,635	55	0	0	10,690	10,635	30	25	0	10,690	(25)	0	
10076000	Nuneaton Major Project	6,309	0	113	0	6,422	6,309	0	113	0	6,422	0	0	
10203000	Rugby Western Relief Road	58,069	1,342	774	310	60,495	58,069	355	1,474	597	60,495	(987)	0	
10137000								0	0	0	0	0	0	
10362000	Kenilworth Station	1,638	0	0	638	2,276	1,638	0	0	638	2,276	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	674	4,453	1,428	0	6,555	674	4,453	1,428	0	6,555	0	0	
10981000	NUCKLE	670	600	487	1,000	2,757	670	600	487	1,000	2,757	0	0	
Structural Maintenance of Roads														
10389000	Highways Maintenance - LTP and Base Programme 2009/10	7,566	0	0	0	7,566	7,566	0	0	0	7,566	0	0	
10497000	Highways Maintenance - LTP and Base Programme 2010/11	8,459	0	0	0	8,459	8,459	0	0	0	8,459	0	0	
10166000	B4455 Fosse Way	46	0	0	0	46	46	0	0	0	46	0	0	
10130000	Structural Maintenance Of Roads 2005/06	15	0	0	0	15	15	0	0	0	15	0	0	
10157000	Structural Maintenance Of Roads 2006/07	1	0	0	0	1	1	0	0	0	1	0	0	
10325000	Detrunking Of Roads	16	0	0	0	16	16	0	0	0	16	0	0	
10344000	A435 At Studley	(56)	0	0	0	(56)	(56)	0	0	0	(56)	0	0	
10984000	Structural Maintenance of Carriageways North	2,328	0	0	0	2,328	2,328	0	0	0	2,328	0	0	
10985000	Structural Maintenance of Carriageways South	3,372	0	0	0	3,372	3,372	0	0	0	3,372	0	0	
10197000	Highways Maintenance Improvement and Safety 07/08- North Warwickshire Area Committee	355	65	0	0	420	355	0	0	0	355	(65)	(65)	
10196000	Highways Maintenance Improvement and Safety 07/08- Nuneaton and Bedworth Area Committee	347	0	0	0	347	347	0	0	0	347	0	0	
10199000	Highways Maintenance Improvement and Safety 07/08- Rugby Area Committee	290	103	0	0	393	290	103	0	0	393	0	0	
10188000	Highways Maintenance - Improvement and Safety 2007/08 - Warwick Area Committee	0	0	0	0	0	0	0	0	0	0	0	0	
10201000	Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee	10	18	0	0	28	10	18	0	0	28	0	0	
10289000	Highways Maintenance Improvement and Safety 08/09- Warwick Area Committee	354	28	0	0	382	354	28	0	0	382	0	0	
10279000	Highways Maintenance Improvement and Safety 08/09- North Warwickshire Area Committee	341	82	0	0	423	341	17	0	0	358	(65)	(65)	
10261000	Highways Maintenance Improvement and Safety 08/09- Nuneaton and Bedworth Area Committee	404	30	0	0	434	404	30	0	0	434	0	0	
10296000	Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee	1	33	0	0	34	1	33	0	0	34	0	0	

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10297000	Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee	2	33	0	0	35	2	33	0	0	35	0	0	
10415000	Highways Maintenance Improvement and Safety 09/10- North Warwickshire Area Committee	349	83	0	0	432	349	0	0	0	349	(83)	(83)	
10412000	Highways Maintenance Improvement and Safety 09/10- Rugby Area Committee	273	79	0	0	352	273	79	0	0	352	0	0	
10390000	Highways Maintenance Improvement and Safety 09/10 Stratford on Avon Area Committee	308	33	0	0	341	308	3	0	0	311	(30)	(30)	
10407000	Highways Maintenance - Improvement and Safety 2009/10 - Nun and Bedworth Area Committee	5	32	0	0	37	5	0	0	0	5	(32)	(32)	
10395000	Highways Maintenance - Improvement and Safety 2009/10 - Warwick Area Committee	1	38	0	0	39	1	38	0	0	39	0	0	
10473000	Highways Maint/Road Safety 2010/11 Warwick Area Committee	389	14	0	0	403	389	14	0	0	403	0	0	
10465000	Highways Maint/Road Safety 2010/11 North Warwickshire Area Com	379	21	0	0	400	379	78	0	0	457	57	57	Area Committee schemes are subject to continual review to ensure that the budget is correctly aligned to individual projects. This variation is funded by a matched reduction in earlier years. The total for each area remains the same.
10468000	Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee	338	62	0	0	400	338	40	0	0	378	(22)	(22)	
10471000	Highways Maint/Road Safety 2010/11 Rugby Area Committee	351	30	0	0	381	351	30	0	0	381	0	0	
10494000	Highways Maint/Road Safety 2010/11 Stratford Area Committee	437	0	0	0	437	437	2	0	0	439	2	2	
10488000	Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee	273	127	0	0	400	273	127	0	0	400	0	0	
10484000	Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee	275	125	0	0	400	275	207	12	0	494	82	94	Area Committee schemes are subject to continual review to ensure that the budget is correctly aligned to individual projects. This variation is funded by a matched reduction in earlier years. The total for each area remains the same.
10477000	Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee	276	124	0	0	400	276	124	0	0	400	0	0	
10467000	Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee	282	118	0	0	400	282	118	0	0	400	0	0	
10486000	Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee	281	119	0	0	400	281	131	0	0	412	12	12	
10460000	Hways Maint/Road Safety 2012/13 N Warks Area Com	0	400	0	0	400	0	346	117	0	463	(54)	63	Area Committee schemes are subject to continual review to ensure that the budget is correctly aligned to individual projects. This variation is funded by a matched reduction in earlier years. The total for each area remains the same.
10461000	Hways Maint/Road Safety 2012/13 Warwick Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10470000	Hways Maint/Road Safety 2012/13 Stratford Area Com	0	400	0	0	400	0	416	0	0	416	16	16	
10478000	Hways Maint/Road Safety 2013/14 Nun & Bed Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10479000	Hways Maint/Road Safety 2013/14 Warwick Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10480000	Hways Maint/Road Safety 2012/13 Rugby Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10482000	Hways Maint/Road Safety 2013/14 N Warks Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10489000	Hways Maint/Road Safety 2012/13 Nun & Bed Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10490000	Hways Maint/Road Safety 2013/14 Stratford Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10491000	Hways Maint/Road Safety 2013/14 Rugby Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
11170000	Highways Maintenance 2012/2013 North and South	0	12,111	0	0	12,111	0	12,164	0	0	12,164	53	53	The budget for Roads Structural Maintenance has been increased by £53,000. This relates to maintenance schemes which are funded from the Area Committee budgets.
11016000	Highways Structural Maintenance 2011/12	0	0	0	0	0	0	0	0	0	0	0	0	
10996000	Patching Carriageways Structural - North	600	0	0	0	600	600	0	0	0	600	0	0	
10997000	Patching Carriageways Structural - South	491	0	0	0	491	491	0	0	0	491	0	0	
10994000	Patching Surface Dressing - North	232	0	0	0	232	232	0	0	0	232	0	0	
10995000	Patching Surface Dressing - South	560	0	0	0	560	560	0	0	0	560	0	0	
10988000	Surface Dressing - North	907	0	0	0	907	907	0	0	0	907	0	0	
10989000	Surface Dressing - South	1,124	0	0	0	1,124	1,124	0	0	0	1,124	0	0	
10990000	Slurry Sealing North	295	0	0	0	295	295	0	0	0	295	0	0	
10991000	Slurry Sealing South	279	0	0	0	279	279	0	0	0	279	0	0	
10992000	Micro Asphalt North	144	0	0	0	144	144	0	0	0	144	0	0	

P Transport

10993000	Micro Asphalt South	230	0	0	0	230	230	0	0	0	230	0	0	
10986000	Structural Maintenance of Footways North	601	0	0	0	601	601	0	0	0	601	0	0	
10987000	Structural Maintenance of Footways South	418	0	0	0	418	418	0	0	0	418	0	0	
10998000	Road Markings Surface Dressing North	96	0	0	0	96	96	0	0	0	96	0	0	
10999000	Road Markings Surface Dressing South	217	0	0	0	217	217	0	0	0	217	0	0	
11000000	Road Markings Structural Maintenance North	3	0	0	0	3	3	0	0	0	3	0	0	
11001000	Road Markings Structural Maintenance South	0	0	0	0	0	0	0	0	0	0	0	0	
11002000	Road Markings Micro Asphalt North	17	0	0	0	17	17	0	0	0	17	0	0	
11003000	Road Markings Micro Asphalt South	10	0	0	0	10	10	0	0	0	10	0	0	
10976021	Maintenance/Renewal Vehicle Actuated Signs	0	0	0	0	0	0	0	0	0	0	0	0	
11017000	Highways Structural Maintenance 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	
11018000	Highways Structural Maintenance 2013/14	0	0	12,922	0	12,922	0	0	12,922	0	12,922	0	0	
11129000	Highways Maintenance 2014/15	0	0	0	14,225	14,225	0	0	0	14,225	14,225	0	0	
11130000	Area committee delegated budgets 2014/15	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11191000	Earlswood Crossroads realignment of a junction	0	180	0	0	180	0	180	0	0	180	0	0	
11099000	Upgrade Traffic Signals Blackhorse Rd	0	100	0	0	100	0	20	80	0	100	(80)	0	
Structural Maintenance of Bridges														
10421000	Portobello Bridge	353	102	1,055	0	1,510	353	102	1,055	0	1,510	0	0	
10452000	Spernal Bridge	2	0	0	0	2	2	0	0	0	2	0	0	
10236000	Stratford-Upon-Avon, D6110 Great William Street Canal	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
10243000	Princes Drive Bridge Flood Span	(2)	0	0	0	(2)	(2)	0	0	0	(2)	0	0	
10316000	Polesworth River Bridge	(2)	0	0	0	(2)	(2)	0	0	0	(2)	0	0	
10977000	Minor Bridge Maintenance Schemes 2011/12	667	326	0	0	993	667	326	0	0	993	0	0	
10106000	Other Road Over Rail Bridge Safety Schemes 2004/2005	2	0	0	0	2	2	0	0	0	2	0	0	
10281000	Structural Maintenance Of Bridges 2008/09	26	0	0	0	26	26	0	0	0	26	0	0	
10413000	Structural Maintenance Of Bridges 2009/10	112	0	0	0	112	112	0	0	0	112	0	0	
10472000	Structural Maintenance Of Bridges 2010/11	30	0	0	0	30	30	0	0	0	30	0	0	
10922000	Structural Maintenance Of Bridges 2007/08	2	0	0	0	2	2	0	0	0	2	0	0	
10353000	E2289/01 Wolfhampcote Bridge Infill	3	0	0	0	3	3	0	0	0	3	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/13	0	1,113	0	0	1,113	0	1,113	0	0	1,113	0	0	
11189000	Portebello Bridge south footway extension	0	0	550	0	550	0	0	550	0	550	0	0	
Integrated Transport														
10915000	Decriminalisation - Nuneaton and Bedworth	11	0	0	0	11	11	0	0	0	11	0	0	
10318000	Kenilworth Connect2	608	274	0	0	882	608	0	0	0	608	(274)	(274)	The Future Years budget for Kenilworth Connect 2 has been transferred to Sustainable Communities.
10192000	Safety Camera Funded Schemes 2007/08	1,028	142	0	0	1,170	1,028	192	0	0	1,220	50	50	Budget has increased by £50,000 which will be funded by a transfer from the Speed Awareness Workshop Reserve. The additional money will fund replacement of an enforcement vehicle and replacement of damaged fixed camera infrastructure.
10980000	M40 Junction 14	4	200	1,750	46	2,000	4	300	1,650	46	2,000	100	0	
10979000	West Midlands Transport Information System	0	20	35	0	55	0	0	0	0	0	(20)	(55)	
10370000	Stratford-Upon-Avon, Alcester Rd Cycleway	0	0	0	0	0	0	0	0	0	0	0	0	
10335000	Variable Message Signs For Car Parking In Rugby	0	2	0	0	2	0	2	0	0	2	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	0	132	132	0	0	0	132	132	0	0	
10288000	Minor Safer Routes To School 2009/10	6	0	0	0	6	6	0	0	0	6	0	0	
10123000	Improvements to the Parade in Leamington	25	54	0	0	79	25	0	0	0	25	(54)	(54)	
10359000	Griff Roundabout	0	0	0	0	0	0	0	0	0	0	0	0	
10365000	Rugby Town Centre Improvements	25	0	0	0	25	25	0	0	0	25	0	0	
10500000	Safer Routes to School 2010/11	60	0	0	0	60	60	0	0	0	60	0	0	
10515000	Nuneaton, Bracebridge Road Area One Way System	49	32	0	0	81	49	32	0	0	81	0	0	
10269000	Minor Traffic Management/Congestion 2009/10	9	0	0	0	9	9	0	0	0	9	0	0	
10302000	Minor Casualty Reduction Schemes 2008/09	11	0	0	0	11	11	0	0	0	11	0	0	
10459000	Casualty Reduction Schemes 2010/11	85	19	0	0	104	85	19	0	0	104	0	0	
10313000	Stratford Waterside/Southern Lane	46	0	0	0	46	46	0	0	0	46	0	0	
10540000	Nuneaton, Queens Road Phase 1	64	28	0	0	92	64	0	28	0	92	(28)	0	
10351000	Hatton, Station Car Park Extension	97	0	0	0	97	97	0	0	0	97	0	0	
10978000	Safety Engineering Schemes under £100,000	29	144	0	0	173	29	144	0	0	173	0	0	
10434000	Aylesford School - Woodloes Park Cycle Route Phase 2	0	0	49	0	49	0	0	49	0	49	0	0	
10428000	Aylesford School - Woodloes Park Cycle Route Phase 3	0	0	80	0	80	0	0	96	0	96	0	16	increase in budget available for the scheme is funded from Improvements to Foot / Cycleways 2005/06 allocation which is now complete.
10280000	Minor Signalised Crossings Schemes 2009/10	2	0	0	0	2	2	0	0	0	2	0	0	
10198000	Minor Casualty Reduction Schemes 2007/08	21	23	0	0	44	21	23	0	0	44	0	0	
10304000	Village Speed Limit Reviews 2008/09	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	

P Transport

10129000	Village Speed Reviews 2005/2006	5	0	0	0	5	5	0	0	0	5	0	0	
10303000	Minor Casualty Reduction Schemes 2009/10	(11)	0	0	0	(11)	(11)	0	0	0	(11)	0	0	
10476000	Public & Community Transport 2010/11	1	0	0	0	1	1	0	0	0	1	0	0	
11080000	Minor Integrated Revenue Funded 2011/12	38	125	0	0	163	38	125	0	0	163	0	0	
11126000	Casualty Reduction Schemes 2012/13	0	170	0	0	170	0	170	0	0	170	0	0	
11127000	Casualty Reduction Schemes 2013/14	0	0	350	0	350	0	0	350	0	350	0	0	
11128000	Casualty Reduction Schemes 2014/15	0	0	0	350	350	0	0	0	350	350	0	0	
11100000	Footbridge at Stratford Town Station	0	610	598	0	1,208	0	120	1,140	0	1,260	(490)	52	The budget for this scheme was inadvertently reduced as part of earlier monitoring reports. This increase restores the budget to the amount originally reported to members in January 2012. It is fully funded by grant and developer contributions.
11098000	A426 Stockton to Southam Two Safety Cameras	4	90	0	0	94	4	90	0	0	94	0	0	
11060000	Renewal Of Vehicle Activated Signs	0	20	0	0	20	0	20	0	0	20	0	0	
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	7	0	0	7	0	0	
10219000	Avon Valley School Cycle Route From Brownsover	1	0	0	0	1	1	0	0	0	1	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	0	16	0	0	16	0	0	0	0	0	(16)	(16)	
11192000	Access to Stations - Warwick	0	5	78	27	110	0	5	78	27	110	0	0	
11193000	Access to Stations - Leamington	0	10	70	95	175	0	10	70	95	175	0	0	
Developer Funded Schemes														
10191000	Minor Developer Schemes 2006/2007	16	0	0	0	16	16	0	0	0	16	0	0	
10082000	Heathcote Offsite Junction Improvements	2,906	16	0	0	2,922	2,906	0	0	0	2,906	(16)	(16)	
10132000	Minor Developer Schemes Under £100K	1	91	0	0	92	1	83	0	0	84	(8)	(8)	
10249000	Warwick A425 Banbury Rd Turnbills Garden - right hand turn lane	(3)	0	0	0	(3)	(3)	0	0	0	(3)	0	0	
10093000	Stratford Southern Relief Road - Eastern Extension	2,276	0	0	0	2,276	2,276	0	0	0	2,276	0	0	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	4	107	0	0	111	4	107	0	0	111	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	397	0	401	4	0	397	0	401	0	0	
10164000	Shipston, Tilemans Lane - Traffic Calming	61	0	0	0	61	61	0	0	0	61	0	0	
10257000	South west Warwickshire Fisher Brook Flood Alleviation	1	1,150	0	0	1,151	1	975	0	0	976	(175)	(175)	
10446000	Rugby, A426 Leicester Rd	5	1,961	0	0	1,966	5	0	1,961	0	1,966	(1,961)	0	
10338000	Ryton, A423 Prologis Park Development Roundabout For Access	18	859	0	0	877	18	859	0	0	877	0	0	
10382000	Warwick Town Centre Traffic Management	381	375	0	0	756	381	449	0	0	830	74	74	Increased scheme cost to pay for remedial works. This is funded by reduced costs elsewhere in the capital programme.
10930000	Stratford, Guild St - College House Development	286	1	0	0	287	286	1	0	0	287	0	0	
10931000	Access To Guide Dog Breeding Centre – Bishops Tachbrook	156	2	0	0	158	156	2	0	0	158	0	0	
10372000	Kingsbury, Kingsbury Mill Footway and Carriageway	68	0	0	0	68	68	0	0	0	68	0	0	
10332000	Rugby, Mill Rd (Key Property Investments No 2)	599	0	0	0	599	599	0	0	0	599	0	0	
10346000	Bedworth, Blackhorse Road/Ironbridge Way (Barratt)	353	0	0	0	353	353	0	0	0	353	0	0	
10519000	Nuneaton, B4114 New Signalised Junction Tuttle Hill (Redrow)	423	8	0	0	431	423	8	0	0	431	0	0	
10907000	Southam, Leamington Road Signalised Pedestrian Crossing (Tesco)	113	32	0	0	145	113	32	0	0	145	0	0	
10001000	Minor Developer Schemes 2009/2010	208	0	0	0	208	208	0	0	0	208	0	0	
10962000	Rugby, Oliver St - Puffin Crossing (Asda)	2	65	0	0	67	2	65	0	0	67	0	0	
10215000	Rugby, Traffic Signal Control Junction Corporation Street	(29)	0	0	0	(29)	(29)	0	0	0	(29)	0	0	
10341000	Warwick Bus Station (self-financed)	20	0	0	0	20	20	0	0	0	20	0	0	
10507000	Nuneaton, Queens Rd (Nuneaton Borough Football Club)	20	0	0	0	20	20	0	0	0	20	0	0	
11061000	Bedworth George Street Ringway Tesco S278	1,129	68	0	0	1,197	1,129	68	0	0	1,197	0	0	
11085000	Minor Developer Schemes 2011/12	3	250	0	0	253	3	250	0	0	253	0	0	
11079000	Former Cattle Market Site in Stratford	0	1,070	0	0	1,070	0	250	820	0	1,070	(820)	0	
10935000	Bishopton Lane Improvement	2	0	0	0	2	2	0	0	0	2	0	0	
10220000	Rugby, A4071 Bilton Road Works For Wimpey Housing Development	3	0	0	0	3	3	0	0	0	3	0	0	
11093000	A3400 Shipston Road - Waitrose	2	898	0	0	900	2	954	0	0	956	56	56	The scheme cost has increased due to additional works on retaining walls, drainage and signing. This is fully funded by the developer.
11094000	Back Lane Long Lawford	0	256	0	0	256	0	256	0	0	256	0	0	
11095000	NVC Pressings - A3400 Birmingham Rd.	175	677	0	0	852	175	677	0	0	852	0	0	
10099000	A426 - Leicester Road, Rugby - Dual Puffin Crossing	2	0	0	0	2	2	0	0	0	2	0	0	
10324000	Lawford Lane Cycle Route	0	90	155	0	245	0	90	155	0	245	0	0	

P Transport

11186000	New Roundabout - Mixed Use Development on Former M.O.D. site at Long Marston	0	815	0	0	815	0	605	210	0	815	(210)	0	
11187000	Access and Puffin Crossing Morrisons Supermarket Bham Road Coleshill	0	140	0	0	140	0	140	0	0	140	0	0	
11188000	Changes to Leicester Rd/Brownsover Rd roundabout	0	483	0	0	483	0	483	0	0	483	0	0	
10092000	Nuneaton Camp Hill Tuttle Hill - New Signalised Junction	0	0	0	0	0	0	0	0	0	0	0	0	
11194000	Minor Developer Funded Schemes 2013/14	0	0	250	0	250	0	0	250	0	250	0	0	
11195000	Minor Developer Funded Schemes 2014/15	0	0	0	250	250	0	0	0	250	250	0	0	
11196000	Minor Developer Funded Schemes 2015/16	0	0	0	250	250	0	0	0	250	250	0	0	
11197000	Ford Foundry - Highway Improvement Works	0	3,730	0	0	3,730	0	3,565	785	0	4,350	(165)	620	The increased scheme costs is to accelerate the construction programme and to fund increased scope of drainage and dealing with utilities. This is fully funded by the developer.
Community Safety, Public Transport and Other														
10021000	Passenger Information Projects	0	10	0	0	10	0	0	45	0	45	(10)	35	£35,000 has been transferred from the West Midlands Transport Information System project, above. The allocations for both are managed as a single budget.
10273000	Street Lighting Base Programme 2008/2009	(23)	0	0	0	(23)	(23)	0	0	0	(23)	0	0	
10402000	Street Lighting Base Programme 2009/2010	(21)	0	0	0	(21)	(21)	0	0	0	(21)	0	0	
10458000	Streetlighting Base Programme 2010/11	22	0	0	0	22	22	0	0	0	22	0	0	
10976000	Street Lighting Column Replacement 2011/2012	1,086	0	0	0	1,086	1,086	0	0	0	1,086	0	0	
10982000	Street Lighting Electricity And Co2 Reduction (Self-Financed)	595	1,045	0	0	1,640	595	1,045	0	0	1,640	0	0	
10938000	E&E Vehicle Fleet - 2010/11	116	0	0	0	116	116	0	0	0	116	0	0	
11123000	Street Lighting Column Replacement 2012/2013	0	1,291	0	0	1,291	0	1,291	0	0	1,291	0	0	
11124000	Street Lighting Column Replacement 2013/2014	0	0	500	0	500	0	0	500	0	500	0	0	
11125000	Street Lighting Column Replacement 2014/2015	0	0	0	500	500	0	0	0	500	500	0	0	
		126,675	41,260	23,641	19,823	211,399	126,675	36,072	28,847	20,110	211,704	(5,188)	305	

Performance Information: Quarter 3 April - December 2012

Transport & Highways BUP						
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Actual 31/12/2012 Progress to date
M16000	WCC cost per passenger journey on County Council supported bus services.	0.82	0.78	0.75	★	
M16001	Transport Operations - bus service cost per head of population	3.64		3.75		
M16002	Length of Highway network where surface treatment is planned	246.85	249.9	209.12	▲	186.06 <ul style="list-style-type: none"> Indicator Commentary The very poor weather during the summer season prevented completion of the entire surface dressing programme. Overall 155.98 kms out of the 211.70 kms planned (73.7%) were completed. The sites that were not completed are to be included in the 2013/14 surface dressing programme. The Structural Maintenance programme is on target to be completed in its entirety.
M16003	Length of highway network where maintenance is needed					757.8 <ul style="list-style-type: none"> Indicator Commentary Next condition survey results due April 2013
M16005	Transport Operations - Concessionary Transport - % take up of passes by those eligible by their age		74.8	71	●	<ul style="list-style-type: none"> Indicator Commentary The increase in take-up of passes is counterbalanced by the effect of removing obsolete records from the database, such as duplicate records, passholders who have moved and not advised us, deceased passholders, and passholders who no longer need their passes. This is likely to be a one-off effect as we validate the data which we inherited from the Districts, in the run up to the bulk renewals in March 2013.
M16006	Transport Operations - Special educational needs transport - cost per passenger journey		11.2	10.75	★	
M16007	Transport Operations - Mainstream school transport, cost per passenger journey		2.05	2	★	
M16008	Average bridge condition indicator		91	90.34	●	<ul style="list-style-type: none"> Indicator Commentary Bridge Maintenance generally undertake a biennial inspection on all structures - at the present time we have commissioned a one-off project to collect vital inventory data as well as undertaking general inspections. It is envisaged at Q3 all data and inspections would be completed and the result for Q4 is likely to be same as Q3. Note updated inventory data may impact on the bridge condition indicator and may show improvement or deterioration since the last inspection.
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)		100	100	★	
M16004	Number of people killed or seriously injured (KSI) on our roads	313	293	318	●	234 <ul style="list-style-type: none"> Indicator Commentary Data currently indicates a small increase in the number of deaths and serious injuries on Warwickshire's roads in 2012 compared to 2011, up from 313 to 318. It is not possible to say whether the increase in road casualties in a single year results from specific causes or whether it is a random effect. The increase does coincide with a significant reduction in road safety activity by the Council and others because of the financial situation, but it is not possible to establish a definite causal link. We are analysing the figures in detail to see what conclusions can be drawn about the way forward. The year end estimate is based on the rolling year to date Oct 2011 - Sept 2012

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Transport and Highways Business Unit Risk Register

Public Health - John Linnane

2012/13 Revenue Budget

Service	Agreed Budget £'000	Proposed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health	109		109	109	0	
Other Services contribution to salary costs	84		84	95	11	This variance relates to the regrading of a post holder.
Net Service Spending	193	0	193	204	11	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings*	58	(58)	(11)	(11)		
Total	58	(58)	(11)	(11)	0	

Service Savings* - Adjusted for £70,000 transfer from Localities & Community Safety

2012/13 Indicative Allocation (Budgets currently held by NHS Warwickshire)

Service	Sub code	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public health leadership	110	2,317	0	2,317	2,311	(6)	
Information & Intelligence functions	120	0	0	0	0	0	
Nutrition, Obesity and Physical activity	130	491	0	491	491	(0)	
Drug misuse	140	4,837	0	4,837	4,837	0	
Alcohol misuse	150	208	0	208	208	0	
Tobacco	160	749	0	749	749	0	
Dental public health	170	18	0	18	18	(0)	
Fluoridation	180	8	0	8	8	(0)	
Children 5-19	190	2,753	0	2,753	2,754	1	
NHS Health Check Programme	200	0	0	0	0	0	
Misc health improvement and wellbeing	210	4,034	0	4,034	3,978	(56)	
Sexual health (STI testing and treatment, contraception, abortion, prevention)	220	4,688	0	4,688	4,688	(0)	
PCT support for surveillance and control of infectious diseases	410	50	0	50	50	(0)	
Birmingham & Solihull Mental Health Trust	130/140/190	85	0	85	15	(70)	
GP Blue Badges/Fostering		15	0	15	15	0	
Net Service Spending		20,253	0	20,253	20,121	(132)	

Please note: these budgets are currently held by NHS Warwickshire and therefore these figures and forecast have been supplied by them.

Fire and Rescue - Gary Phillips

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	11,687	(84)	11,603	11,206	(397)	The main cause of this underspend is reduced retained firefighter activity. In addition there has been an underspend on staffing at Alcester Fire Station linked to the transition from retained to wholetime. No management action required.
Prevention and Protection	1,093	(97)	996	897	(99)	Underspend on Arson Reduction linked to reduced deliberate fires activity. No management action required.
Technical Support & Transport	2,069	(85)	1,984	2,121	137	Overspend against Transport Leasing Budget - The Service is currently undertaking a review of its fleet to determine future fleet requirements and ensure value for money.
Water	112		112	128	16	
IT and Communications	696		696	760	64	This overspend related to a number of smaller overspends including an increase in the number of PC's, equipment repair and maintenance charges and an increase in the use of mobile phones The Service will continue to monitor this position.
Fire Control Room	717		717	744	27	
Training and Health and Safety	1,416	(85)	1,331	1,327	(4)	
Human Resources and Occupational Health	253		253	281	28	
Service Administrative Support	75		75	69	(6)	
Improvement Plan	56		56	87	31	
Fire-fighters Pension	829		829	717	(112)	This underspend is due to the low level of ill health retirements. The Service will continue to monitor this position as the year progresses.
Strategic Leadership and Operational Support	285	351	636	644	8	
Integrated Risk Management Plan (Financial	193	(13)	180	218	38	
Planning and Performance	71		71	71	0	
Major Incident	0		0	558	558	Legal costs associated with the Atherstone on Stour Incident.
Capacity	0		0	459	459	Additional capacity to address issues arising from the incident at Atherstone on Stour. Funding to be requested from Corporate funds.
Control Project	1,292		1,292	252	(1,040)	£1,014K will be transferred to reserves to fund Fire Control Programme expenditure in 2013/14 and 2014/15.
Net Service Spending	20,844	(13)	20,831	20,539	(292)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General Savings	70	(70)	107	107		
Fire Earmarked (Grants)	1,800	(1,292)	1,090	1,598	1,014	Fire Control Project Grant
Pensions (Former Fire)	760		112	872		
Capacity	0		(459)	(459)		
AoS Incident	(433)	433	(558)	(558)		
Total	2,197	(929)	292	1,560	0	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13			2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	400	400	400	400	400	400	400	400	
FR-05	Restructure and realignment of management and support	100	100	100	100	100	100	100	100	
	Total	500	500	500	500	500	500	500	500	
	Target	500	500	500		500	500		500	
	Remaining Shortfall/(Over Achievement)		0	0		0	0		0	

2012.13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 and later £'000	Total £'000	Variance in Year £'000	Total Variance £'000	
10573000	Fire Capital Grant - Data Terminals	0	0	0	0	0	0	0	0	0	0	0	0	
10574000	Fire Capital Grant - HQ Reorganisation	18	0	0	0	18	18	0	0	0	18	0	0	
10575000	Fire Capital Grant - Improvement Plan	89	119	0	0	208	89	107	0	0	196	(12)	(12)	
11086000	Fire Capital Grant 2011/12	360	303	0	0	663	360	219	0	0	579	(84)	(84)	
11087000	Fire Capital Grant - Equipment Management System	0	0	0	0	0	0	4	46	0	50	4	50	This project was on hold at Q2 but a team is now in place to take it forward into 2013/14. The project is being funded from the Fire Capital Grant 2011/12 which overall is forecast to budget.
11147000	Improvement Plan - Convert Alcester to Whole Time Station	405	146	0	0	551	405	230	0	0	635	84	84	Final costs have exceeded original estimates, WCC Property Services currently reviewing the contractual expenditure.
11148000	Improvement Plan - Vehicles and Equipment	40	90	0	0	130	40	28	0	0	68	(62)	(62)	
11149000	Fire Capital Grant - Light building for vehicle inspection and repair	0	130	0	0	130	0	0	175	0	175	(130)	45	Q2 forecast based on estimate more detailed quotes have since been received. This project is being funded from the Fire Capital Grant 2011/12 which overall is forecast to budget.
11150000	Fire Capital Grant - Portable Specialist Ff Equipment at Kingsbury Oil Terminal	0	0	0	0	0	0	0	31	0	31	0	31	This project is being funded from the Fire Capital Grant 2011/12 which overall is forecast to budget.
11151000	Fire Capital Grant - Equipment for Fire Appliances	20	125	0	0	145	20	81	0	0	101	(44)	(44)	
Sub Total - Projects Funded From Fire Capita		932	913	0	0	1,845	932	669	252	0	1,853	(244)	8	
10576000	Fire Appliance 1 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
10577000	Fire Appliance 2 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
10578000	Fire Appliance 3 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
11051000	Ford Transit 350 MWB M/R 2.2 TDCI 115	0	0	0	0	0	0	0	0	0	0	0	0	

R Fire

11043000	Vehicle Replacement Programme 2011/12	0	235	0	0	235	0	0	0	0	0	(235)	(235)	Our vehicle replacement programme is currently under review to determine the most cost effective arrangements to meet our future fleet requirements.
11044000	Vehicle Replacement Programme 2012/13	0	520	0	0	520	0	54	0	0	54	(466)	(466)	Our vehicle replacement programme is currently under review to determine the most cost effective arrangements to meet our future fleet requirements.
11045000	Vehicle Replacement Programme 2013/14	0	0	720	0	720	0	0	720	0	720	0	0	Our vehicle replacement programme is currently under review to determine the most cost effective arrangements to meet our future fleet requirements.
11152000	Vehicle Replacement Programme 2014/15	0	0	0	720	720	0	0	0	720	720	0	0	Our vehicle replacement programme is currently under review. Once we have determined our future fleet requirements we will be able to update this project.
Sub Total - F&R Self Financing Projects		0	755	720	720	2,195	0	54	720	720	1,494	(701)	(701)	
10183000	Fire Safety Management Information System	3	0	0	0	3	3	0	0	0	3	0	0	
10420000	Equipment For Fire Appliances - Base Programme 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
10538000	Equip for Fire Appliances Base Prog 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
11046000	Equipment for New Fire Appliances 2011/12	283	0	0	0	283	283	0	0	0	283	0	0	
11047000	Equipment for New Fire Appliances 2012/13	0	80	0	0	80	0	40	0	0	40	(40)	(40)	
11048000	Equipment for New Fire Appliances	0	0	120	0	120	0	0	120	0	120	0	0	
11153000	Equipment for new Fire Appliances	0	0	0	120	120	0	0	0	120	120	0	0	
10182000	Block Allocation For Fire & Rescue Service	0	0	0	0	0	0	0	0	0	0	0	0	
10457000	Replacement Of Respiratory Protection Equipment	0	0	0	0	0	0	0	0	0	0	0	0	
10934000	Multiple site monitoring system	0	0	0	0	0	0	0	0	0	0	0	0	
11050000	New Dimensions Fire and Rescue Asset Transfer	0	0	0	0	0	0	0	0	0	0	0	0	
Sub Total - Projects Funded from Corporate		286	80	120	120	606	286	40	120	120	566	(40)	(40)	
11088000	Intergrated Communications Control System - Funded From Fire Capital Grant	0	135	0	0	135	0	270	0	0	270	135	135	The expenditure forecast at Q2 was based on procuring a system for Warwickshire F&R only. Since then we have gone into partnership with Northamptonshire F&R in procuring a joint system. Warwickshire are purchasing the system initially and recharging Northamptonshire for their equal share.
10933000	Fire Control Call Handling & Mobilising Systems - Funded from Corporate Resources	0	185	0	0	185	0	115	70	0	185	(70)	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	0	1,235	801	0	2,036	0	550	777	40	1,367	(685)	(669)	The forecast on this project at Q2 included a duplication of the expenditure on projects 10933000 & 11088000 this has now been corrected for Q3. In addition to this it is likely that the capital expenditure will be less than that forecast at Q2.
Sub Total - Fire Control Project		0	1,555	801	0	2,356	0	935	847	40	1,822	(620)	(534)	
Grand Total		1,218	3,303	1,641	840	7,002	1,218	1,698	1,939	880	5,735	(1,605)	(1,267)	

Performance Information: Quarter 3 April - December 2012

F&R: All Measures									
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/12/2012	Year End Alert	Period Target 31/12/2012	Period Actual 31/12/2012	Period Alert	Progress to date
M17050	% of HFSCs delivered to vulnerable persons		75	85	★	75	85	★	
M17001	Total number of preventable fire related deaths	1	0	0	★	0	0	★	
M17000	Total number of preventable fire related injuries	11	11	10	★	11	7	★	
M17006	No. of accidental dwelling fires	174	174	174	★	122	121	★	
M17052	Total number of small fires	1347	1208	650	★	1044	382	★	
M17053	Total number of deliberate fires	1245	1249	620	★	1060	394	★	
M17054	Total number of fires in non domestic premises	97	97	97	★	77	83	▲	The level of fires occurring in non domestic properties has been stable throughout the year, however during December the levels increased. This increase is due to a recent spate of fires starting in chimneys in pubs and then spreading to the rest of the building predominantly in the Stratford district. The stations across the area affected are targeting these types of properties to offer help and advice to the occupiers to ensure incidents are kept to a minimum.
M17057	% achievement of 10 and 20 minute response standards	89.72	89.72	95	★	94.09	94.69	★	
M17049	Economic cost of fire (average cost of fire x total number of fires)		14048950	10958000	★	11279824	7587420	★	

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

Other Services - Virginia Rennie

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(38,280)	(23)	(38,303)	(38,303)	0	
2012/13 Council Tax Freeze Grant - one off	(5,859)		(5,859)	(5,859)	0	
DSG & YPLA Grants, including school reserves	(281,723)		(281,723)	(275,479)	6,244	During the year, as schools convert to Academy status, both the DSG income and associated school budget will be reduced. There are currently 8 schools that have converted to Academy status as at the end of December and this reflects the latest recoupment of Academy Schools funding.
Individual Schools Budget (ISB)	237,761	(82)	237,679	231,435	(6,244)	
Community Infrastructure Levy	301		301	50	(251)	The implementation of the Community Infrastructure Levy across Warwickshire will be on-going until 2014/15 at least. Therefore any underspend in the current year will be needed to support the project in future years.
Capacity Building Fund	615		615	615	0	
Capital Financing	39,727		39,727	37,271	(2,456)	Whilst interest rates remain low, limiting the interest we are able to earn on our balances, this is more than offset by all of the £20 million additional borrowing planned in the MTFP not being used in 2011/12 and 2012/13.
Interest on Revenue Balances	(2,141)		(2,141)	(1,610)	531	
Strategic Management Team	1,184		1,184	1,161	(23)	
County Coroner	378		378	409	31	
Environment Agency (Flood Defence Levy)	210		210	209	(1)	
External Audit Fees	377		377	260	(117)	Based on a fixed scale of fees independently set by the Audit Commission and applied to our contract with Grant Thornton. Whilst the planned audit fee is significantly lower than the budget it is yet to be ascertain when fees for unplanned work will be charged.
LPSA Performance Reward Grant	93		93	101	8	
County Council Elections	110		110	0	(110)	
Members Allowances and Expenses	1,016		1,016	950	(66)	This includes a projected £70,000 underspend on travel and subsistence based on current claims patterns.
Other Administrative Expenses & Income	394		394	394	0	
.	(620)	620	0	0	0	
Reorganisation Pensions	53		53	51	(2)	
Subscriptions	229		229	142	(87)	
Net Service Spending	(46,175)	515	(45,660)	(48,203)	(2,543)	

S Other Services

2012/13 Reserves Position




Reserve	Opening Balance 01.04.12 £'000	Movement in year £'000	Effect of outturn £'000	Forecast closing balance £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General Reserves	15,750	1,380	2,182	19,312		
Medium Term Contingency	0	13,315		13,315		
Service Realignment Fund	8,241	256		8,497		
Virtual Bank	0			0		
Capital Fund	159			159		
Quadrennial elections	202		110	312		
Capacity Building Fund (former Development/Modernisation Fund)	333			333		
PSA Virtual Bank underspend	93	(93)		0		
Equal Pay Back Pay Account	2,275	(620)		1,655		
NHS Grant	854	(854)		0		
EIG	20	(20)		0		
Community Infrastructure Levy	0	0	251	251	251	A new reserve to ensure the funding is matched to the timing of the district/borough councils plans for the introduction of the Community Infrastructure Levy
New Homes Bonus	364	(364)		0		
Total	28,291	13,000	2,543	43,834	251	

Corporate Business Plan: Performance Summary (April – December 2012)

1. Background

- 1.1.** The Performance Summary is the means for us to measure our progress against delivering our Aims and Ambitions as articulated in the Corporate Business Plan (CBP) as approved by Cabinet in January 2012.
- 1.2.** Within this report, you will find information on our key performance indicators as set out in the Corporate Business Plan. This report should be read in conjunction with our financial and risk monitoring information.
- 1.3.** At the heart of our CBP are 7 Ambitions:
 - Community & Customers
 - Safety & Protection
 - Care & Independence
 - Environment & Housing
 - Enterprise, Transport & Tourism
 - Schools & Education
 - Organisation
- 1.4.** This Appendix provides a summary of progress by each of the ambitions, thus providing Members with a robust view of the progress that the Authority has made over this financial year to date in working towards delivering the Aims and Ambitions.




- 1.5. For 2012 / 13, progress against all measures and targets is presented against the use of Red, Amber Green performance alerts as this aligns us with financial performance and risk.

Green	Target has been achieved or exceeded
Amber	Performance is behind target but within acceptable limits (10% tolerance of the target set*)
Red	Performance is significantly behind target and is below an acceptable pre-defined minimum (below the 10% tolerance*)
Direction of Travel arrows to show whether there have been any improvements, any changes or any falls in performance since April 2012.	
	Forecast Performance has improved relative to targets set
	Forecast Performance has remained relative to targets set
	Forecast performance has declined relative to targets set

****The 10% tolerance threshold is set automatically by Warwickshire Hub***

- 1.6. The performance information contained within this Appendix is based on data at the end of Qtr. 3 (April – December 2012). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.

2. Overall Performance Summary for Qtr. 3 (April – December) 2012/13

	Qtr. 1	Mid-Year	Qtr. 3	Direction of Travel
Red	5 (13.5%)	3 (7.3%)	3(7.3%)	
Amber	5 (13.5%)	12 (29.3%)	13(31.7%)	
Green	27 (73%)	26 (63.4%)	25(61%)	
Subtotal	37	41	41	
NYA	18	14	13	
Not collected this year	3	3	4	
Grand Total	58	58	58	

Overall, at the end of Qtr. 3, we are able to report on 71% of performance measures (41 out of 58) within the Corporate Business Plan. Of those we are able to report, 61% are forecasting they will hit the targets set for 2012/13 (25 out of 41), this compares to 63.4% (26 out of 41) at Mid-Year.

At the Qtr. 3 point, we are unable to report progress against 17 measures. This includes 13 measures where the data is not currently available. Progress against these measures will be reported on at the Year End and 4 Measures that we are unable to report against until 2013/14

The table below presents Qtr. 3 Performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within this report.

	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
Red	1	0	0	1	1	0	0	3
Amber	0	2	3	3	1	1	3	13
Green	1	8	5	3	0	2	6	25
Subtotal	2	10	8	7	2	3	9	41
NYA	1	3	3	1	1	2	2	13
Not collected this year	2	0	2	0	0	0	0	4
Grand Total	5	13	13	8	3	5	11	58

3. Highlights by Ambition

1. Community & Customers				<div>↓</div> Direction of Travel			
Outcomes: <ul style="list-style-type: none">• Work with partners to enhance Community engagement so as to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police• Enable Communities to help themselves• Encourage volunteering across the County and• Improve resident satisfaction with services and their role in shaping services							
<div>Year End</div> <div>Qtr 3</div> <div>Mid Year</div> <div>Qtr 1</div> <div><div><div>Red, 1</div><div>Green , 1</div><div>NYA, 1</div></div><div><div>Red, 1</div><div>Green , 1</div><div>NYA, 1</div></div><div><div>Red, 1</div><div>Green , 1</div><div>NYA, 1</div></div></div>				<div>Data Notes</div>			
		2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
% of people who feel they can influence decision in their local area		33.9% (G)		Both of these measures are bi-annual measures and are due to be collected in 2013/14			
% satisfaction with local area as a place to live.		83.6% (A)					
% Satisfaction level with the quality of services received		67.9%(G)	61.89%	This information will be reported in Qtr. 4 as part of the Annual Satisfaction Survey			
Warwickshire's Contribution to Rural Broadband Development:-							
Approval of the Local Broadband Plan by BDUK		New Measures	Yes	Yes (G)	Yes (G)	Yes (G)	
Completion of BDUK Procurement Phase by March 2013			Yes	No (R)	No (R)	No (R)	
Commentary and Key Actions Taken							
The team delivering the BDUK programme are as far advanced in the process as they can be having successfully achieved all requirements thus far. The project has successfully completed the BDUK B1 assurance checkpoint with no conditions. We are now authorised to move to formal supplier engagement and to run the public consultation. We are planning to go out to tender in early 2013, with a contractor being appointed around Spring.							

2: Safety & Protection				<div>↑</div> Direction of Travel			
Outcomes: <ul style="list-style-type: none">Reduce further the number of people killed or seriously injured on Warwickshire's roadsProactively maintain the highways network to a safe standard, working with partners to do soReduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventionsFocus on tackling high harm causers and re-offenders		<ul style="list-style-type: none">Work with Police to reduce levels of violent crime, especially domestic violenceReduce the damaging effects on families and communities caused by drugs misuseWork in partnership to reduce the significant consequences of the misuse of alcoholWork with partners to reduce instances of anti-social behaviourReduce fire related deaths and injuries as well as reducing the economic cost of fire					
<div><div>Year End</div><div><div>Qtr 3</div><div>Amber, 2</div><div>Green, 7</div><div>NYA, 4</div></div><div><div>Mid Year</div><div>Amber, 2</div><div>Green, 9</div><div>NYA, 2</div></div><div><div>Qtr 1</div><div>Red, 1</div><div>Amber, 2</div><div>Green, 8</div><div>NYA, 2</div></div></div>				<div>Data Notes</div> <div>All data presented is based on year-end forecasts unless otherwise stated</div>			
Measures		2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
No. of people killed or seriously injured on our roads		313(A)	293	313 (A)	315 (A)	318 (A)	
Number of children who are subject of a child protection plan (rate per 10,000 population)		New measures for 2012/13	47 per 10 K	50 (A)	50 (A)	50 (A)	
Children who are both looked after and subject of a child protection plan			50	50 (G)	50 (G)	50 (G)	
Alcohol related admissions for under 18s (rate/100,000)		63.9	62	58.32 (G)	58.32 (G)	NYA	
Number of repeat safeguarding referrals		14.7%	13.2%	14% (R)	11% (G)	11% (G)	
% of people who use services who feel safe is in top quartile of comparator group		68.7%	Remain in top quartile	NYA	NYA	NYA	
Incidents of serious acquisitive crime per 1,000		12.80(A)	Reduce 2011/12 actual	12.79 (G)	11.09 (G)	11.71 (G)	
Adult drug users exiting treatment successfully		New measure for 2012/13	20%	NYA	NYA	NYA	

Measures	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
Incidents of all Anti-social behaviour	21725(G)	Reduce from 2011/12 baseline	18694 (G)	19956 (G)	20061 (G)	
Incidents of serious violent crime per 1,000	5.38(G)	Reduce 2011/12 actual	4.54 (G)	4.62 (G)	4.65 (G)	
No. fire related deaths which were preventable per 100,000 population	0(G)	0	0 (G)	0(G)	0 (G)	
No. of fire related injuries per 100,000 population	4.00(G)	Year on Year Improvement	0.18 (G)	3.50(G)	3.50 (G)	
The economic cost of fire for Warwickshire	£13,940,394	Year on Year Improvement	£13,356,935 (G)	£10,650,000 (G)	£10,958,000 (G)	
Commentary and Key Actions Taken						
Number of people killed or seriously injured on our roads Data currently indicates a small increase in the number of deaths and serious injuries on Warwickshire's roads in 2012 compared to 2011, up from 313 to 318. It is not possible to say whether the increase in road casualties in a single year results from specific causes or whether it is a random effect. The increase does coincide with a significant reduction in road safety activity by the Council and others because of the financial situation, but it is not possible to establish a definite causal link. We are analysing the figures in detail to see what conclusions can be drawn about the way forward. The year-end estimate is based on the rolling year to date Oct 2011 - Sept 2012.						

3: Care & Independence				<div><div></div></div> Direction of Travel				
Outcomes: <ul style="list-style-type: none">Fulfil our duty of care to older and vulnerable peopleEnsure that all those eligible are offered an adult care personal budgetIncrease the scope of re-ablement servicesWorking with partners to improve number of older people living independently in their own homes			<ul style="list-style-type: none">Embrace the Public Health Service within our responsibilities to improve the health of the County's populationThe successful transfer of the Public Health Service to the Local AuthorityEmbed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it.					
<div><div><div>Year End</div><div></div></div><div><div>Qtr 3</div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 3</div></div><div><div>Mid Year</div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 3</div></div><div><div>Qtr 1</div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 3</div></div></div>				<div>Data Notes</div> <div>All data presented is based on year-end forecasts unless otherwise stated</div>				
Measures			2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
The proportion of those using social care who have control over their daily life			74%(G)	75%	Annual Measures: Available Qtr. 4.			
The proportion of people who use services & carers who find it easy to find information about support			77.4%(G)	79%	Annual Measures: Available Qtr. 4.			
% of older people (65+) who are still at home after 91 days following discharge from hospital			4.1%(A)	4.3%	Annual Measures: Available Qtr. 4.			
Delayed transfers of care between social care and health per 100,000 population			16.0(G)	13.0	14 (A)	14 (A)	14 (A)	
Admissions to residential care homes per 1,000 population			59.5(A)	56	56 (G)	53 (G)	53 (G)	
% of people using social care who receive self-directed support			45.2%	65%	60% (A)	60% (A)	60% (A)	
% of customers not needing on-going social care 91 days after leaving Reablement			62%	63%	65% (G)	59% (A)	59% (A)	
% of Reablement customers where one or more agreed outcomes are fully met			74%	80%	75%(A)	80%(G)	80%(G)	
Successful establishment & operation of the Health & Wellbeing Board			New measures for 2012/13	Yes	Yes (G)	Yes (G)	Yes (G)	
Establishment of Local Healthwatch Function				Yes	Yes (G)	Yes (G)	Yes (G)	
Transfer of Public Health Function			Yes(G)	Yes	Yes (G)	Yes (G)	Yes (G)	
% Delivery of the County Council's new & continuing duties to improve public health			New measures for 2012/13	100%	Applicable March 2013			
% of WCC services committing to deliver the public health agenda through their service priorities where able to do so				100%	Applicable March 2013			
Commentary and Key Actions Taken								

4: Enterprise, Transport & Tourism					<div>Direction of Travel</div>		
Outcomes: <ul style="list-style-type: none">Support economic growth by improving Warwickshire's reputation as a good place to do businessImprove transport options within WarwickshireIncrease opportunities for people to improve their work related skills			<ul style="list-style-type: none">Make Warwickshire a place of destination for tourists and visitors andWork to reduce harm on Warwickshire's businesses caused by any future approval of High Speed 2.				
<div><div>Year End</div><div>Qtr 3</div><div>Mid Year</div><div>Qtr 1</div></div> <div><div>Red, 1</div><div>Amber, 3</div><div>Green, 3</div><div>Red, 1</div><div>Amber, 2</div><div>Green, 4</div><div>Red, 1</div><div>Green, 6</div></div>			<div>Data Notes</div> <div>All data presented is based on year-end forecasts unless otherwise stated</div>				
Measures		2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
The number of individuals undertaking Apprenticeships in the sub-region (LEP)		6590(G)	5800	6370 (G)	6370 (G)	8340 (G)	
The number of individuals undertaking Apprenticeships in Warwickshire			3200	3500 (G)	3500 (G)	4580 (G)	
The number employed in key target growth sectors of the sub regional economy (LEP)		139,200(G)	143,000	143,000 (G)	140,410 (A)	140,410(A)	
The number employed in key target growth sectors of the Warwickshire economy		93,688	96,000	96,000 (G)	95,395 (A)	95,395 (A)	
Businesses reporting skills shortages (LEP)		37.60%(A)	33%	33% (G)	33% (G)	36.2% (A)	
WCC cost per passenger journey on WCC supported services		£0.82(G)	£0.78	£0.78 (G)	£0.78 (G)	£0.75 (G)	
Length of highway network where surface treatment was achieved (miles)		153.39miles (G)	155.3 miles	124.76 miles (R)	124.82 miles (R)	129.9 miles(R)	
Length of highway network where maintenance is needed		757.8km		Condition Indicator, for information only			
Commentary and Key Actions Taken							
Growth in the Sub Region and in Warwickshire: Although the targets for both the number of people employed in key target growth sectors of the sub region and in Warwickshire, will not be achieved in 2013/14, the year-end forecasts still represent an improvement on the previous years actual which is creditable given the on-going business climate							
Business reporting skills shortages: The information provided by Jobcentre Plus suggests that employers are complaining more about a lack of relevant experience rather than a lack of qualifications. WCC are continuing to work with key partners and stakeholders to address this issue and are expanding the range of vocational training opportunities on offer							
Highway maintenance: The very poor weather during the summer season prevented completion of the entire surface dressing programme. Overall 155.98 kms out of the 211.70 kms planned (73.7%) were completed. The sites that were not completed are to be included in the 2013/14 surface dressing programme.							

5: Environment & Housing				<div><div></div></div> Direction of Travel																		
Outcomes: <ul style="list-style-type: none">• Work with Borough & District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well maintained• Maintain our natural environment and relevant heritage for future generations• Reduce Co2 emissions in the public sector and support the community to tackle climate change• Support the provision of affordable homes and development of ‘extra care’ housing.																						
<table><tr><td>Year End</td><td colspan="3"></td></tr><tr><td>Qtr 3</td><td>Red, 1</td><td>Amber, 1</td><td>NYA, 1</td></tr><tr><td>Mid Year</td><td>Amber, 1</td><td>Green, 1</td><td>NYA, 1</td></tr><tr><td>Qtr 1</td><td>Amber, 1</td><td>Green, 1</td><td>NYA, 1</td></tr></table>				Year End				Qtr 3	Red, 1	Amber, 1	NYA, 1	Mid Year	Amber, 1	Green, 1	NYA, 1	Qtr 1	Amber, 1	Green, 1	NYA, 1	Data Notes All data presented is based on year-end forecasts unless otherwise stated		
Year End																						
Qtr 3	Red, 1	Amber, 1	NYA, 1																			
Mid Year	Amber, 1	Green, 1	NYA, 1																			
Qtr 1	Amber, 1	Green, 1	NYA, 1																			
Measures		2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4															
Residual household waste per household is minimised		531.25(G)	485kg	494kg (A)	516.8kg (A)	488kg (A)																
The % Co2 reductions delivered through Corporate Projects		To be confirmed	2.5%	NYA	NYA	NYA																
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care		119(G)	163	163 (G)	173 (G)	119 (A)																
Commentary and Key Actions Taken																						
Residual household waste per household Even though at the end of Qtr. 3, we are forecasting that we will miss the target of 485kg, our expected year end result of 488kg still represents an improvement of 10% on the previous year. Extra Care Housing Units: The new schemes required to achieve this target are currently in the construction phase but will not be opened until 2013/14.																						

6: Schools & Education



Direction of Travel

Outcomes:

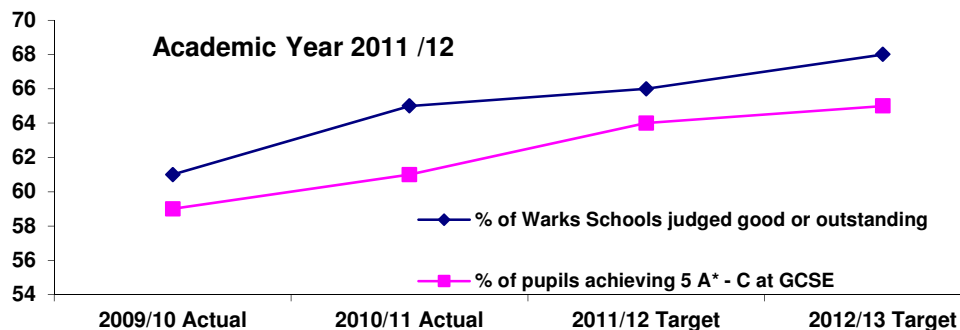
- Support schools and colleges to improve their performance and challenge poor performance and
- Raise the educational aspirations of children and young people and families

Commentary and Key Actions Taken:

Warwickshire Schools Judged Good or Outstanding

Academic Results for the year 2011- 12, will not be available until November and will be reported in Quarter 3. It is difficult to give a year end estimate against this measure as the Ofsted framework is about to change; the impact of which is difficult to address.

***% Pupils achieving 5 A*-C at GCSE:** This figure is provisional and was sourced from EPAS on 4th October 2012. The Academic Year 2011/12 result could be subject to change if any agreements (and possible subsequent remarks) are reached on the GCSE English grade debate.



Educational performance measures are based on the academic school year and therefore run from September to August and are published in the Autumn following the end of the school year.

Measures (Academic Year September 2010 – August 2011)	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual	2012/13 Target
% of Warwickshire schools judged good or outstanding by Ofsted	61%	65%(G)	66%	66%	68%
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	59%	61%(A)	65%	64% (A)*	65%

Financial Year 2012/13

Year End	
Qtr 3	Green, 1 NYA, 2
Mid Year	Green, 1 NYA, 2
Qtr 1	Amber, 1 Green, 1 NYA, 1

Measures (Financial Year April 2012 – March 2013)	2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
% of 16-18 year olds who are not in education, employment or training (NEET)	5.2%(G)	5.2%	4.5% (G)	5.2% (G)	5.2% (G)	
Prevalence of breast feeding at 6 – 8 weeks from birth	46.5%(G)	46.5%	45.5% (A)	NYA	NYA	
% of children in year 6 who are obese	14%(G)	14%	NYA	NYA	NYA	


7: Organisation					<div>↔</div> Direction of Travel			
Outcomes: <ul style="list-style-type: none">Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provisionWork with other public sector organisations to integrate services and ensure services remain sustainable and based around need			<ul style="list-style-type: none">Ensure WCC continues to be recognised as a good employerFocus and rationalise local council services through One Front Door project and property rationalisation andEnsure a light touch management structure that encourages innovations and acts with pace					
<div><div>Year End</div><div><div>Qtr 3</div><div>Amber, 3</div><div>Green, 6</div><div>NYA, 2</div></div><div><div>Mid Year</div><div>Red, 1</div><div>Amber, 3</div><div>Green, 4</div><div>NYA, 3</div></div><div><div>Qtr 1</div><div>Red, 1</div><div>Green, 5</div><div>NYA, 2</div></div></div>			<div>Data Notes<div><div>1.</div><div>Baseline to be determined as part of evidence base for each service review. Increase in satisfaction to be determined following completion of service design</div></div><div><div>2.</div><div>A mechanism for capturing data on the number of employees with flexible working agreements has been agreed and specified. The HRMS development resources to progress this have not yet been prioritised.</div></div></div>					
Measures			2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Qtr. 4
% Increase in satisfaction with service provision (See Note 1)			New Measures for 2012/13	5%	NYA	NYA	5% (G)	
Number of Service Reviews delivering full business case to schedule				9	6 (R)	6 (R)	9 (G)	
Complete the JSNA refresh to support commissioning decisions				Yes	Yes (G)	Yes (G)	Yes (G)	
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire				Yes	Yes (G)	Yes (G)	Yes (G)	
The annual governance is accepted without qualification by the Council's external auditors			Yes(G)	Yes	Yes (G)	Yes (G)	Yes (G)	
Net variation to budget			-3.30%	+1/-1%	-0.6% (G)	NYA	NYA	
% of our retained operational property portfolio having optimum utilisation			83%(G)	90%	90% (G)	90% (G)	90% (G)	
% staff who are flexible workers (See note 2)				NYA	NYA	NYA	NYA	
% satisfaction that the Council is a good employer			No survey undertaken	77%	Annual Measure	73% (A)	Annual Measure	
% of staff satisfied with the training & development they receive in their current job			New measure for 2012/13	70%		66.6% (A)		
% of staff who believe the County Council is an equal opportunities employer				88%		85.1% (A)		
Commentary and Key Actions Taken								

Going for Growth Performance Reporting Qtr. 3 (April – December) 2012/13




Background

In April 2012 Cabinet endorsed Going for Growth as the Council's County Council's principal 'guiding document' over the medium term; this approach was formally agreed by Council in May. As part of the agenda it was agreed that there would be a limited number of measures and targets to support Going for Growth. Each part of the organisation was asked to provide specific measures and targets which the Council could use to monitor performance against delivering the Going for Growth agenda. Six measures and associated targets were adopted by Cabinet in June this year with People Group being responsible for one and Communities responsible for five of the agreed measures.



Progress to date for each of these measures is reported below.

Measure	Target	Progress to Date	DoT
<p>Number of individuals undertaking apprenticeships within the County:</p> <ul style="list-style-type: none"> With WCC (as internal employees) Outside WCC (with external employers) 	<ul style="list-style-type: none"> Adult apprenticeships 45 New apprenticeships 20 2600 residents of Warwickshire starting an Apprenticeship programme in the year (note: revised target to align with Corporate Plan) 	<p>Internally, there are currently 11 apprentices working within WCC departments:</p> <ul style="list-style-type: none"> 4 at County Fleet Maintenance 3 ICT 1 business admin - Trading Standards 1 business admin - Waste Management 2 arborists – Forestry <p>It is reported that all the apprentices have settled in well and are attending college and WCC training courses.</p> <p>A further 50 apprenticeships are planned for the forthcoming years.</p> <p>Externally, provisional data for Apprenticeship starts in Warwickshire for the academic year 2011/12 is 4,580, significantly higher than the original target and largely a result of increased marketing and promotion of apprenticeships nationally and locally and greater awareness of the opportunities within businesses.</p>	

Going for Growth: The County Council's Role On The Road to 2020

Measure	Target	Progress to Date	DoT
Delivering Phase 1 of NUCKLE which will connect people with job opportunities throughout the north-south corridor including Nuneaton, Bedworth, Coventry and later Kenilworth, Leamington and Warwick	<ul style="list-style-type: none"> Design and build tender accepted March 2013 	<p>Work continues to secure rolling stock for the increase in train service frequency that is part of the project.</p> <p>The remaining design work is being finished which will then enable the procurement exercise to start for a 'Design and Build' contractor.</p> <p>Planning Applications for Bermuda Park (to Warwickshire County Council) and Coventry Arena (Coventry City Council) stations were approved in September and August respectively.</p> <p>The Award of Design and Build for the project is included in the financial close which is expected in late 2013.</p>	
Securing improvements to M40 J12 to unlock up to 2600 jobs at Jaguar Land Rover and Aston Martin	<ul style="list-style-type: none"> Announcement of Transport Pinch point Funding in early Autumn 2013 Funding secured from Highways Agency "Pinch Point" fund September 2012. If unsuccessful continue to explore alternative funding streams during 2012/13. 	<p>The Pinch Point Bid was unsuccessful for this project; however an allocation of £10M for this scheme was announced in the Autumn Statement on 5th December.</p> <p>It is anticipated that the remaining funding will be forthcoming via WCC capital, RGF or funding from JLR.</p> <p>Work will now begin to deliver the scheme as soon as possible. Discussions will take place with the Highways Agency during December and January to determine the delivery mechanism and programme.</p>	
Measure	Target	Progress to Date	DoT
Working closely with Coventry and developers to unlock thousands of jobs at the Coventry Gateway site near Baginton	<ul style="list-style-type: none"> Planning application submitted July 2012. Highways work start on site April 2013. If planning grants, 	<p>The planning application was considered by the Planning Committee of Warwick District Council on 19th Dec 2012. The decision was deferred to January with a request for further information.</p>	

Going for Growth: The County Council's Role On The Road to 2020

Measure	Target	Progress to Date	DoT
	construction of first buildings April 2013.		
Deliver Superfast broadband as an aid to economic growth	<ul style="list-style-type: none"> To deliver by March 2015 speeds greater than 24Mbps to at least 90% of homes and businesses in Warwickshire, with basic broadband services of at least 2Mbps available to 100% of properties. 	<p>BDUK Assurance Checkpoint has been successfully completed</p> <p>The Open Market Review (OMR) is complete and information received has been fed back into the data room to inform the intervention area</p> <p>Public Consultation on the proposed intervention area has been extended until 14th January 2013 following a significant update by Openreach of the OMR information</p> <p>Supplier engagement is on-going with meetings being held with both framework bidders, BT and Fujitsu</p> <p>The European Commission have signed off the state aid framework, which will enable us to go out to procurement as planned.</p>	
No of Looked After Children aged 16-19 involved in work based activities, employment, education and training, supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan)	90%	<p>Warwickshire has recently been successful in gaining the From Care2Work Quality Mark Award. From Care2Work is a national project managed by Catch22's National Care Advisory Service (NCAS) which aims to improve employability outcomes for young people leaving care, by creating employability opportunities with national employers and sharing good practice between local authorities. The Quality Mark recognises those local authorities who demonstrate a commitment to improving employability and helping care leavers into the world of work.</p> <p>We have launched "Information Playing Cards" for older looked after children. These were designed with care leavers to provide info via scanned barcodes to websites re improving employability, active citizenship and support to overcome obstacles to achievement.</p> <p>The manager of the leaving care is working with Nick Gower-Johnson prioritise/promote individualised support for employability work with care leavers (18-21yrs) from the DWP Troubled Families initiative funds and we have gained approval</p>	

Going for Growth: The County Council's Role On The Road to 2020

Measure	Target	Progress to Date	DoT
		from DWP to the inclusion of care leavers within the Programme. Work is starting in Nuneaton Bedworth district and then cascading across county so complementing our core work with new initiatives.	